



FRAMEWORK SCHEDULE 4

Call Off Order Form and Call Off Terms for Goods and Services (non ICT) Attachment 4B Call Off Form and Call Off Terms Courier Services RM3798 - Lot 3 – Secure Collection, Storage and Delivery of Examination and Test Papers and Materials

PART 1 – CALL OFF ORDER FORM

SECTION A

This Call Off Order Form is issued in accordance with the provisions of the Framework Agreement for the Provision of of the Framework Agreement for the provision of Courier Services dated 6th July 2018.

The Supplier agrees to supply the Services specified below on and subject to the terms of this Call Off Contract.

For the avoidance of doubt this Call Off Contract consists of the terms set out in this Call Off Order Form and the Call Off Terms.

Order Number	CCCR17A07
From ("CUSTOMER")	Secretary of State for Education – acting through the Standards and Testing Agency (STA), an executive agency of the Department for Education whose offices are located at: Cheylesmore House 5 Quinton Road Coventry CV1 2WT
To ("SUPPLIER")	Parcelforce Worldwide Lytham House Caldecotte Lake Drive Milton Keynes MK7 8LE

SECTION B

1. CALL OFF CONTRACT PERIOD

1.1.	Commencement Date: 01/09/2018
1.2.	Expiry Date: End date of Initial Period: 31/08/2020 End date of first Extension Period: 31/08/2021 End date of second Extension Period: 31/08/2022 Minimum written notice to Supplier in respect of extension: 3 months

2. SERVICES

2.1	The Services required: In Annex 1 of Call Off Schedule 2 (Services), the Goods and Services are detailed in:(Add reference) 2018 National Curriculum Assessments and General Qualifications Logistics Statement of Requirement
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3. IMPLEMENTATION PLAN

3.1.	Implementation Plan: In Call Off Schedule 4 (Implementation Plan)
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4. CONTRACT PERFORMANCE

4.1.	<p>Standards:</p> <p>Refer to Clause 11 of the Terms and Conditions (Standards and Quality) and the definition of Standards in Call Off Schedule 1 (Definitions)</p> <p>The required standards are detailed in:</p> <p style="padding-left: 20px;">4.1.1. Schedule 2 of the Terms and Conditions Annex 1 - 2018 National Curriculum Assessments and General Qualifications Logistics Statement of Requirements (with particular note to the Key Performance Indicators).</p> <p>General standards:</p> <p style="padding-left: 40px;">ISO 27001 [Security]</p> <p style="padding-left: 40px;">ISO 9001 [Quality]</p>
4.2	<p>Service Levels/Service Credits:</p> <p style="padding-left: 20px;">In Annex 1 of Part A of Call Off Schedule 6 (Service Levels, Service Credits and Performance Monitoring)</p> <p>Service Credit Cap (Call Off Schedule 1 (Definitions)):</p> <p style="padding-left: 20px;">Credit cap equal to 100% of the charges payable within the defined period (series) that the service level breach occurred.</p> <p>Customer periodic reviews of Service Levels (Clause 13.7.1 of the Call Off Terms):</p> <p style="padding-left: 20px;">Within Annual Review Meetings and/or submitted reporting.</p>
4.3	<p>Critical Service Level Failure:</p> <p>National Curriculum Assessments</p> <p>4.3.1 The National Curriculum Assessments (NCA) - comprising the end of key stage 1 (KS1) and end of key stage 2 (KS2) tests, and the Phonics Screen Check (PSC) assessment – have fixed pre-announced administration windows.</p> <p>In relation to delivery of the consignments of NCA Test Materials, the Supplier must ensure the materials for all three assessments are delivered to all schools in good time in advance of the relevant test administration window unless otherwise agreed with the customer.</p> <p>4.3.2 In relation to NCA Service Level No. 2 (Security of Consignments), a Critical Service Level Failure shall include any breach of security arrangements by the Supplier that results in early public disclosure of any of the test content.</p> <p style="padding-left: 20px;">General Qualifications Logistics</p> <p>4.3.3 The General Qualifications Logistics (GQL) ‘Yellow Label Service’ runs alongside the examination table set out by the Joint Council for Qualifications and other Awarding Bodies. These timetables have set examination dates, marking periods and results days. A critical service failure would be deemed if:</p> <ul style="list-style-type: none"> • In relation to GQL Service Level No. 3 (Distributions) a Critical Service Level Failure shall include loss or damage of large numbers of packages during a series. 15 packages or more for a smaller series, and 30 packages or more for the summer series.

	<ul style="list-style-type: none"> • In relation to GQL Service Level No. 3 (Distributions) – a summer series Critical Service Level Failure shall include the loss or damage of a cumulative total of 60 packages over 3 separate concurrent summer examination series shall be a fail. • In relation to GQL Service Level No. 3 (Distributions) – a small series Critical Service Level Failure shall include the loss or damage of a cumulative total of 30 packages over 3 separate concurrent small series examination series shall be a fail. • In relation to GQL Service Level No. 2 (Collections) a Critical Service Level Failure shall include a failure rate exceeding 5% by the Supplier to collect the packages from the examination centres. <p>In relation to Schedule 4 of Appeneix C – Call Off Terms & Conditions a critical Service Level Failure shall be deemed as the supplier failing to deliver its obligations by the agreed milestones covered under the Implementation Plan.</p>
4.4	Performance Monitoring: In Part B of Call Off Schedule 6 (Performance Monitoring)
4.5	Period for providing Rectification Plan: In Clause 38.2.1(a) of the Call Off Terms

5. PERSONNEL

5.1	Key Personnel: Customer Director / Senior Responsible – Ultimately responsible for the Customer for the delivery and adherence to the agreed contract and the senior point of escalation. Account Director – Accountable for the Customer for the day to day management of the work agreed within the contract and the account team. Day to day point of escalation if required. Account Manager – Accountable for the Customer for the operational delivery of all agreed work to the specified standards, KPIs and SLAs. Supplier Executive Director – Ultimately responsible for the Supplier for the delivery and adherence to the agreed contract and the senior point of escalation. Account Director – Accountable for the Supplier for the day to day management of the work agreed within the contract and the account team. Day to day point of escalation if required. Account Manager – Accountable for the Supplier for the operational delivery of all agreed work to the specified standards, KPIs and SLAs.
5.2	Relevant Convictions (Clause 27.2 of the Call Off Terms): None

6. PAYMENT

<p>6.1</p>	<p>Call Off Contract Charges (including any applicable discount(s), but excluding VAT):</p> <p>In Annex 1 of Call Off Schedule 3 (Call Off Contract Charges, Payment and Invoicing)</p> <p>Charges for any new additional work or other products and services will be as agreed between the Customer and Supplier.</p> <p>All Call Off Contract Charges detailed within Annex 1 of Call Off Schedule 3 are subject to increase by way of Indexation. Unless specified, all Call Off Contract Charges are inclusive of incidental costs, including but not limited to costs associated, project management, VAT, shipping and delivery and other costs referred to in Schedule 3 Clause 4, which will be paid for in addition.</p>
<p>6.2</p>	<p>Payment terms/profile (including method of payment e.g. Government Procurement Card (GPC) or BACS):</p> <p>In Annex 2 of Call Off Schedule 3 (Call Off Contract Charges, Payment and Invoicing)</p> <p>The Customer shall pay all sums properly due and payable to the Supplier in cleared funds within thirty (30) days of receipt of a Valid Invoice, submitted to the address specified by the Customer in 6.4 Customer billing address, and in accordance with the provisions of this Call Off Contract.</p>
<p>6.3</p>	<p>Reimbursable Expenses:</p> <p>Reasonable expenses permitted when agreed in writing, in advance with the Customer.</p>
<p>6.4</p>	<p>Customer billing address (paragraph 7.6 of Call Off Schedule 3 (Call Off Contract Charges, Payment and Invoicing)):</p> <p>Paper invoices to:</p> <p style="padding-left: 40px;">Department for Education – PO Box 407 SSCL Phoenix House, Celtic Springs Business Park Newport NP10 8FZ</p> <p>Alternatively, electronic invoices to: APinvoices-DFE-U@sscl.gse.gov.uk</p> <p>In addition copies of electronic invoices will need to be submitted to the Customer for receipting purposes. The details of where invoices are to be sent will be confirmed by the Customer prior to Contract Award.</p>
<p>6.5</p>	<p>Call Off Contract Charges fixed for (paragraph 8.2 of Schedule 3 (Call Off Contract Charges, Payment and Invoicing)):</p> <p>Fixed for the initial 2 year term of the contract. Following this costs can be reviewed using the agreed mechanisms.</p> <p>The exception to this is as stated in section 6.7 of this order form.</p>
<p>6.6</p>	<p>Supplier periodic assessment of Call Off Contract Charges (paragraph 9.2 of Call Off Schedule 3 (Call Off Contract Charges, Payment and Invoicing)) will be carried out:</p> <p>April and October of each year</p>
<p>6.7</p>	<p>Supplier request for increase in the Call Off Contract Charges (paragraph 10 of Call Off Schedule 3 (Call Off Contract Charges, Payment and Invoicing)):</p>

	<p>Permitted in accordance with the following instructions;</p> <p>1.1. On or before the first and / or second contract year the Supplier shall be entitled by giving written notice (30 days) to the Customer to request to revise the service fees for the subsequent contract years in accordance with Clause 10 and by making reference to the following formulae: $P \times 0.88 \times (1 + CPI) + [P \times 0.12 \times (1 + F)]$(PER PACKAGE)</p> <p>Where:</p> <p style="padding-left: 40px;">P is the corresponding fee for that item in the previous year;</p> <p style="padding-left: 40px;">F is a fuel index to be agreed by the parties (previously used the AA road pump prices index)</p> <p style="padding-left: 40px;">CPI is the lesser of:</p> <ul style="list-style-type: none"> • The general index of retail prices (for all items) published by the Office for National Statistics (the retail Prices index) minus one. The Retail Prices Index is available at www.statistics.gov.uk and the applicable index shall be published during the January prior to the issue of the suppliers notice to revise the Service fees; or 2% <p>1.2. Any resulting adjustment to the Call Off prices will be subject to the agreement of both parties.</p> <p>1.3. Year 3 (if contract extension options exercised) permitted price increase rate of CPI capped at 2%</p> <p>1.4. Year 4 (if contract extension options exercised) permitted increase of CPI capped at 1% for each year</p>
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7. LIABILITY AND INSURANCE

7.	Estimated Call Off Contract Charges:																								
	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 10%;"></th> <th style="width: 35%;">GQL</th> <th style="width: 35%;">NCA</th> <th style="width: 20%;">Total</th> </tr> </thead> <tbody> <tr> <td>yr1</td> <td style="text-align: right;">£4,672,000.00</td> <td style="text-align: right;">£286,450.00</td> <td style="text-align: right;">£4,958,450.00</td> </tr> <tr> <td>yr2</td> <td style="text-align: right;">£4,765,440.00</td> <td style="text-align: right;">£292,179.00</td> <td style="text-align: right;">£5,057,619.00</td> </tr> <tr> <td>yr3</td> <td style="text-align: right;">£4,860,748.80</td> <td style="text-align: center;">-</td> <td style="text-align: right;">£4,860,748.80</td> </tr> <tr> <td>yr4</td> <td style="text-align: right;">£4,909,356.29</td> <td style="text-align: center;">-</td> <td style="text-align: right;">£4,909,356.29</td> </tr> <tr> <td></td> <td></td> <td></td> <td style="text-align: right;">£19,786,174.09</td> </tr> </tbody> </table>		GQL	NCA	Total	yr1	£4,672,000.00	£286,450.00	£4,958,450.00	yr2	£4,765,440.00	£292,179.00	£5,057,619.00	yr3	£4,860,748.80	-	£4,860,748.80	yr4	£4,909,356.29	-	£4,909,356.29				£19,786,174.09
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7.2	Suppliers limitation of Liability (Clause 36.2.1 of the Call Off Terms); In Clause 36.2.1 of the Call Off Terms																								
7.3	Insurance (Clause 37.3 of the Call Off Terms): No additional insurance policies required.																								

8. TERMINATION AND EXIT

8.1	Termination on material Default (Clause 41.2.1(c) of the Call Off Terms)); In Clause 41.2.1(c) of the Call Off Terms
8.2	Termination without cause notice period (Clause 41.7.1 of the Call Off Terms): In Clause 41.7.1 of the Call Off Terms

8.3	Undisputed Sums Limit: In Clause 42.1.1 of the Call Off Terms
8.4	Exit Management: In Call Off Schedule 9 (Exit Management)

9. SUPPLIER INFORMATION

9.1	Suppliers inspection of Sites, Customer Property and Customer Assets: Not applicable
9.2	Commercially Sensitive Information: [To be complete post tender]

10. OTHER CALL OFF REQUIREMENTS

10.1	Recitals (in preamble to the Call Off Terms): Recital C - date of issue of the Statement of Requirements: 31st January 2018 Recital D - date of receipt of Call Off Tender: 9th April 2018
10.2	Call Off Guarantee (Clause 4 of the Call Off Terms): Not required
10.3	Security: The long form security requirements apply AND Security Policy: Departmental Security Assurance Model (DSAM) https://www.gov.uk/government/publications/government-supplier-assurance-framework .
10.4	ICT Policy: See Annex 1 to Part 1: Call off Order Form
10.5	Testing: In Call Off Schedule 5 (Testing)
10.6	Business Continuity & Disaster Recovery: In Call Off Schedule 8 (Business Continuity and Disaster Recovery) Disaster Period: For the purpose of the definition of “Disaster” in Call Off Schedule 1 (Definitions) the “Disaster Period” shall be (5) working days.
10.7	Failure of Supplier Equipment (Clause 32.8 of the call off Terms): See Business Continuity and Disaster Recovery Plan.
10.8	Protection of Customer Data (Clause 34.2.3 of the Call Off Terms): This is now replaced with: Schedule 14 clause 2. GDPR.

<p>10.9</p>	<p>Notices (Clause 55.6 of the Call Off Terms):</p> <p>Customer’s postal address and email address:</p> <p>Secretary of State for Education – acting through the Standards and Testing Agency (STA), an executive agency of the Department for Education whose offices are located at:</p> <p>Cheylesmore House 5 Quinton Road Coventry CV1 2WT</p> <p>Email: assessments@education.gov.uk</p> <p>Suppliers postal address and email address:</p> <p>Lytham House Caldecotte Lake Drive Milton Keynes MK7 8LE</p> <p>Email: mark.burdett@parcelforce.co.uk</p>
<p>10.10</p>	<p>Transparency Reports</p> <p>In Call Off Schedule 13 (Transparency Reports)</p>
<p>10.11</p>	<p>Alternative and/or additional provisions (including any Alternative and/or Additional Clauses under Call Off Schedule 14):</p> <p>See Schedule 14 (Call Off Tender)</p>
<p>10.12</p>	<p>Call Off Tender:</p> <p>In Schedule 15 (Call Off Tender)</p>

FORMATION OF CALL OFF CONTRACT

BY SIGNING AND RETURNING THIS CALL OFF ORDER FORM (which may be done by electronic means) the Supplier agrees to enter a Call Off Contract with the Customer to provide the Services in accordance with the terms Call Off Order Form and the Call Off Terms.

The Parties hereby acknowledge and agree that they have read the Call Off Order Form and the Call Off Terms and by signing below agree to be bound by this Call Off Contract.

In accordance with paragraph 7 of Framework Schedule 5 (Call Off Procedure), the Parties hereby acknowledge and agree that this Call Off Contract shall be formed when the Customer acknowledges (which may be done by electronic means) the receipt of the signed copy of the Call Off Order Form from the Supplier within two (2) Working Days from such receipt.

For and on behalf of the Supplier:

Name and Title	Gerry Davies, Sales & Customer Service Director
Signature	
Date	5 September 2018

For and on behalf of the Customer:

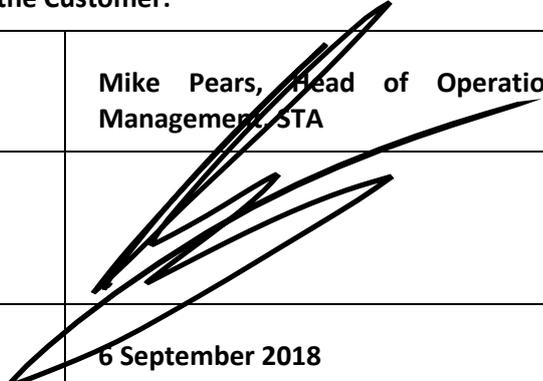
Name and Title	Mike Pears, Head of Operational Delivery – programme Management, STA
Signature	
Date	6 September 2018

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PART 2 – COURIER SERVICES RM3798 - LOT 3 – SECURE COLLECTION, STORAGE AND DELIVERY OF EXAMINATION AND TEST PAPERS AND MATERIALS CALL OFF TERMS

TERMS AND CONDITIONS

RECITALS

- A. Where recital A has been selected in the Call Off Order Form, the Customer has followed the call off procedure set out in paragraph 1.2 of Framework Schedule 5 (Call Off Procedure) and has awarded this Call Off Contract to the Supplier by way of direct award.
- B. Where recitals B to E have been selected in the Call Off Order Form, the Customer has followed the call off procedure set out in paragraph 1.3 of Framework Schedule 5 (Call Off Procedure) and has awarded this Call Off Contract to the Supplier by way of further competition.
- C. The Customer issued its Statement of Requirements for the provision of the Services on the date specified at paragraph 10.1 of the Call Off Order Form.
- D. In response to the Statement of Requirements the Supplier submitted a Call Off Tender to the Customer on the date specified at paragraph 10.1 of the Call Off Order form through which it provided to the Customer its solution for providing the Services.
- E. On the basis of the Call Off Tender, the Customer selected the Supplier to provide the Services to the Customer in accordance with the terms of this Call Off Contract.

A. PRELIMINARIES

1. DEFINITIONS AND INTERPRETATION

- 1.1 In this Call Off Contract, unless the context otherwise requires, capitalised expressions shall have the meanings set out in Call Off Schedule 1 (Definitions) or the relevant Call Off Schedule in which that capitalised expression appears.
- 1.2 If a capitalised expression does not have an interpretation in Call Off Schedule 1 (Definitions) or relevant Call Off Schedule, it shall have the meaning given to it in the Framework Agreement. If no meaning is given to it in the Framework Agreement, it shall, in the first instance, be interpreted in accordance with the common interpretation within the relevant market sector/industry where appropriate. Otherwise, it shall be interpreted in accordance with the dictionary meaning.
- 1.3 In this Call Off Contract, unless the context otherwise requires:
 - 1.3.1 the singular includes the plural and vice versa;
 - 1.3.2 reference to a gender includes the other gender and the neuter;
 - 1.3.3 references to a person include an individual, company, body corporate, corporation, unincorporated association, firm, partnership or other legal entity or Crown Body;
 - 1.3.4 a reference to any Law includes a reference to that Law as amended, extended, consolidated or re-enacted from time to time;
 - 1.3.5 the words "**including**", "**other**", "**in particular**", "**for example**" and similar words shall not limit the generality of the preceding words and shall be construed as if they were immediately followed by the words "**without limitation**";
 - 1.3.6 references to "**writing**" include typing, printing, lithography, photography,

display on a screen, electronic and facsimile transmission and other modes of representing or reproducing words in a visible form, and expressions referring to writing shall be construed accordingly;

- 1.3.7 references to “**representations**” shall be construed as references to present facts, to “**warranties**” as references to present and future facts and to “**undertakings**” as references to obligations under this Call Off Contract;
 - 1.3.8 references to “**Clauses**” and “**Call Off Schedules**” are, unless otherwise provided, references to the clauses and schedules of this Call Off Contract and references in any Call Off Schedule to parts, paragraphs, annexes and tables are, unless otherwise provided, references to the parts, paragraphs, annexes and tables of the Call Off Schedule in which these references appear; and
 - 1.3.9 the headings in this Call Off Contract are for ease of reference only and shall not affect the interpretation or construction of this Call Off Contract.
- 1.4 Subject to Clauses 1.5 and 1.6 (Definitions and Interpretation), in the event of and only to the extent of any conflict between the Call Off Order Form, the Call Off Terms and the provisions of the Framework Agreement, the conflict shall be resolved in accordance with the following order of precedence:
- 1.4.1 the Framework Agreement, except Framework Schedule 21 (Tender);
 - 1.4.2 the Call Off Order Form;
 - 1.4.3 the Call Off Terms, except Call Off Schedule 15 (Call Off Tender);
 - 1.4.4 Call Off Schedule 15 (Call Off Tender); and
 - 1.4.5 Framework Schedule 21 (Tender).
- 1.5 Any permitted changes by the Customer to the Template Call Off Terms and the Template Call Off Order Form under Clause 5 (Call Off Procedure) of the Framework Agreement and Framework Schedule 5 (Call Off Procedure) prior to them becoming the Call Off Terms and the Call Off Order Form which comprise this Call Off Contract shall prevail over the Framework Agreement.
- 1.6 Where Call Off Schedule 15 (Call Off Tender) or Framework Schedule 21 (Tender) contain provisions which are more favourable to the Customer in relation to (the rest of) this Call Off Contract, such provisions of the Call Off Tender or the Tender shall prevail. The Customer shall in its absolute and sole discretion determine whether any provision in the Call Off Tender or Tender is more favourable to it in this context.

2. DUE DILIGENCE

- 2.1 The Supplier acknowledges that:
- 2.1.1 the Customer has delivered or made available to the Supplier all of the information and documents that the Supplier considers necessary or relevant for the performance of its obligations under this Call Off Contract;
 - 2.1.2 it has made its own enquiries to satisfy itself as to the accuracy and adequacy of the Due Diligence Information;
 - 2.1.3 it has raised all relevant due diligence questions with the Customer before the Call Off Commencement Date;
 - 2.1.4 it has undertaken all necessary due diligence and has entered into this Call Off Contract in reliance on its own due diligence alone; and
 - 2.1.5 it shall not be excused from the performance of any of its obligations under this Call Off Contract on the grounds of, nor shall the Supplier be entitled to recover

any additional costs or charges, arising as a result of any:

- (a) misinterpretation of the requirements of the Customer in the Call Off Order Form or elsewhere in this Call Off Contract;
- (b) failure by the Supplier to satisfy itself as to the accuracy and/or adequacy of the Due Diligence Information; and/or
- (c) failure by the Supplier to undertake its own due diligence.

3. REPRESENTATIONS AND WARRANTIES

3.1 Each Party represents and warranties that:

- 3.1.1 it has full capacity and authority to enter into and to perform this Call Off Contract;
- 3.1.2 this Call Off Contract is executed by its duly authorised representative;
- 3.1.3 there are no actions, suits or proceedings or regulatory investigations before any court or administrative body or arbitration tribunal pending or, to its knowledge, threatened against it (or, in the case of the Supplier, any of its Affiliates) that might affect its ability to perform its obligations under this Call Off Contract; and
- 3.1.4 its obligations under this Call Off Contract constitute its legal, valid and binding obligations, enforceable in accordance with their respective terms subject to applicable (as the case may be for each Party) bankruptcy, reorganisation, insolvency, moratorium or similar Laws affecting creditors' rights generally and subject, as to enforceability, to equitable principles of general application (regardless of whether enforcement is sought in a proceeding in equity or Law).

3.2 The Supplier represents and warrants that:

- 3.2.1 it is validly incorporated, organised and subsisting in accordance with the Laws of its place of incorporation;
- 3.2.2 it has all necessary consents (including, where its procedures so require, the consent of its Parent Company) and regulatory approvals to enter into this Call Off Contract;
- 3.2.3 its execution, delivery and performance of its obligations under this Call Off Contract does not and will not constitute a breach of any Law or obligation applicable to it and does not and will not cause or result in a Default under any agreement by which it is bound;
- 3.2.4 as at the Call Off Commencement Date, all written statements and representations in any written submissions made by the Supplier as part of the procurement process, its Tender, Call Off Tender and any other documents submitted remain true and accurate except to the extent that such statements and representations have been superseded or varied by this Call Off Contract;
- 3.2.5 if the Call Off Contract Charges payable under this Call Off Contract exceed or are likely to exceed five (5) million pounds, as at the Call Off Commencement Date it has notified the Customer in writing of any Occasions of Tax Non-Compliance or any litigation that it is involved in connection with any Occasions of Tax Non-Compliance;
- 3.2.6 it has and shall continue to have all necessary rights in and to the Third Party IPR, the Supplier Background IPRs and any other materials made available by the Supplier (and/or any Sub-Contractor) to the Customer which are necessary for

the performance of the Suppliers obligations under this Call Off Contract including the receipt of the Services by the Customer;

- 3.2.7 it shall take all steps, in accordance with Good Industry Practice, to prevent the introduction, creation or propagation of any disruptive elements (including any virus, worms and/or Trojans, spyware or other malware) into systems, data, software or the Customer's Confidential Information (held in electronic form) owned by or under the control of, or used by, the Customer;
 - 3.2.8 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 this Call Off Contract;
 - 3.2.9 it is not affected by an Insolvency Event and 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 Supplier 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 Suppliers assets or revenue; and
 - 3.2.10 for the Call Off Contract Period and for a period of twelve (12) Months after the termination or expiry of this Call Off Contract, the Supplier shall not employ or offer employment to any staff of the Customer which have been associated with the provision of the Services without Approval or the prior written consent of the Customer which shall not be unreasonably withheld.
- 3.3 Each of the representations and warranties set out in Clauses 3.1 and 3.2 shall be construed as a separate representation and warranty and shall not be limited or restricted by reference to, or inference from, the terms of any other representation, warranty or any undertaking in this Call Off Contract.
- 3.4 If at any time a Party becomes aware that a representation or warranty given by it under Clauses 3.1 and 3.2 has been breached, is untrue or is misleading, it shall immediately notify the other Party of the relevant occurrence in sufficient detail to enable the other Party to make an accurate assessment of the situation.
- 3.5 For the avoidance of doubt, the fact that any provision within this Call Off Contract is expressed as a warranty shall not preclude any right of termination the Customer may have in respect of breach of that provision by the Supplier which constitutes a material Default.

4. CALL OFF GUARANTEE

- 4.1 Where the Customer has stipulated in the Call Off Order Form that this Call Off Contract shall be conditional upon receipt of a Call Off Guarantee, then, on or prior to the Call Off Commencement Date or on any other date specified by the Customer, the Supplier shall deliver to the Customer:
- 4.1.1 an executed Call Off Guarantee from a Call Off Guarantor; and
 - 4.1.2 a certified copy extract of the board minutes and/or resolution of the Call Off Guarantor approving the execution of the Call Off Guarantee.
- 4.2 The Customer may in its sole discretion at any time agree to waive compliance with the requirement in Clause 4.1 by giving the Supplier notice in writing.

B. DURATION OF CALL OFF CONTRACT

5. CALL OFF CONTRACT PERIOD

- 5.1 This Call Off Contract shall take effect on the Call Off Commencement Date and the term of this Call Off Contract shall be the Call Off Contract Period.
- 5.2 Where the Customer has specified a Call Off Extension Period in the Call Off Order Form, the Customer may extend this Call Off Contract for the Call Off Extension Period by providing written notice to the Supplier before the end of the Initial Call Off Period. The minimum period for the written notice shall be as specified in the Call Off Order Form.

C. CALL OFF CONTRACT PERFORMANCE

6. IMPLEMENTATION PLAN

6.1 Formation of Implementation Plan

- 6.1.1 Where an Implementation Plan has not been agreed and included in Call Off Schedule 4 (Implementation Plan) on the Call Off Commencement Date, but the Customer has specified in the Call Off Order Form that the Supplier shall provide a draft Implementation Plan prior to the commencement of the provision of the Services, the Suppliers draft must contain information at the level of detail necessary to manage the implementation stage effectively and as the Customer may require. The draft Implementation Plan shall take account of all dependencies known to, or which should reasonably be known to, the Supplier.
- 6.1.2 The Supplier shall submit the draft Implementation Plan to the Customer for Approval (such decision of the Customer to Approve or not shall not be unreasonably delayed or withheld) within such period as specified by the Customer in the Call Off Order Form.
- 6.1.3 The Supplier shall perform each of the Deliverables identified in the Implementation Plan by the applicable date assigned to that Deliverable in the Implementation Plan so as to ensure that each Milestone identified in the Implementation Plan is Achieved on or before its Milestone Date.
- 6.1.4 The Supplier shall monitor its performance against the Implementation Plan and Milestones (if any) and any other requirements of the Customer as set out in this Call Off Contract and report to the Customer on such performance.

6.2 Control of Implementation Plan

- 6.2.1 Subject to Clause 6.2.2, the Supplier shall keep the Implementation Plan under review in accordance with the Customer's instructions and ensure that it is maintained and updated on a regular basis as may be necessary to reflect the then current state of the provision of the Services. The Customer shall have the right to require the Supplier to include any reasonable changes or provisions in each version of the Implementation Plan.
- 6.2.2 Changes to the Milestones (if any), Milestone Payments (if any) and Delay Payments (if any) shall only be made in accordance with the Variation Procedure and provided that the Supplier shall not attempt to postpone any of the Milestones using the Variation Procedure or otherwise (except in the event of a Customer Cause which affects the Suppliers ability to achieve a Milestone by the relevant Milestone Date).
- 6.2.3 Where so specified by the Customer in the Implementation Plan or elsewhere in this Call Off Contract, time in relation to compliance with a date, Milestone Date

or period shall be of the essence and failure of the Supplier to comply with such date, Milestone Date or period shall be a material Default unless the Parties expressly agree otherwise.

6.3 Rectification of Delay in Implementation

6.3.1 If the Supplier becomes aware that there is, or there is reasonably likely to be, a Delay under this Call Off Contract:

- (a) it shall:
 - (i) notify the Customer as soon as practically possible and no later than within two (2) Working Days from becoming aware of the Delay or anticipated Delay;
 - (ii) include in its notification an explanation of the actual or anticipated impact of the Delay;
 - (iii) comply with the Customer's instructions in order to address the impact of the Delay or anticipated Delay; and
 - (iv) use all reasonable endeavours to eliminate or mitigate the consequences of any Delay or anticipated Delay; and
- (b) if the Delay or anticipated Delay relates to a Milestone in respect which a Delay Payment has been specified in the Implementation Plan, Clause 6.4 (Delay Payments) shall apply.

6.4 Delay Payments

6.4.1 If Delay Payments have been included in the Implementation Plan and a Milestone has not been achieved by the relevant Milestone Date, the Supplier shall pay to the Customer such Delay Payments (calculated as set out by the Customer in the Implementation Plan) and the following provisions shall apply:

- (a) the Supplier acknowledges and agrees that any Delay Payment is a price adjustment and not an estimate of the Loss that may be suffered by the Customer as a result of the Suppliers failure to Achieve the corresponding Milestone;
- (b) Delay Payments shall be the Customer's exclusive financial remedy for the Suppliers failure to Achieve a corresponding Milestone by its Milestone Date except where:
 - (i) the Customer is otherwise entitled to or does terminate this Call Off Contract pursuant to Clause 41 (Customer Termination Rights) except Clause 41.7 (Termination Without Cause); or
 - (ii) the delay exceeds the number of days (the "**Delay Period Limit**") specified in Call Off Schedule 4 (Implementation Plan) for the purposes of this sub-Clause, commencing on the relevant Milestone Date;
- (c) the Delay Payments will accrue on a daily basis from the relevant Milestone Date and shall continue to accrue until the date when the Milestone is Achieved (unless otherwise specified by the Customer in the Implementation Plan);
- (d) no payment or concession to the Supplier by the Customer or other act or omission of the Customer shall in any way affect the rights of the Customer to recover the Delay Payments or be deemed to be a waiver of the right of the Customer to recover any such damages

unless such waiver complies with Clause 48 (Waiver and Cumulative Remedies) and refers specifically to a waiver of the Customer's rights to claim Delay Payments; and

- (e) the Supplier waives absolutely any entitlement to challenge the enforceability in whole or in part of this Clause 6.4.1 and Delay Payments shall not be subject to or count towards any limitation on liability set out in Clause 36 (Liability).

7. GOODS AND/ OR SERVICES

7.1 Provision of the Services

7.1.1 The Supplier acknowledges and agrees that the Customer relies on the skill and judgment of the Supplier in the provision of the Services and the performance of its obligations under this Call Off Contract.

7.1.2 The Supplier shall ensure that the Services:

- (a) comply in all respects with the description of the Services in Call Off Schedule 2 (the Services) or elsewhere in this Call Off Contract; and
- (b) are supplied in accordance with the provisions of this Call Off Contract (including the Call Off Tender) and the Tender.

7.1.3 The Supplier shall perform its obligations under this Call Off Contract in accordance with:

- (a) all applicable Law;
- (b) Good Industry Practice;
- (c) the Standards;
- (d) the Security Policy;
- (e) the ICT Policy (if so required by the Customer); and
- (f) the Suppliers own established procedures and practices to the extent the same do not conflict with the requirements of Clauses 7.1.3(a) to 7.1.3(e).

7.1.4 The Supplier shall:

- (a) at all times allocate sufficient resources with the appropriate technical expertise to supply the Deliverables and to provide the Services in accordance with this Call Off Contract;
- (b) subject to Clause 22.1 (Variation Procedure), obtain, and maintain throughout the duration of this Call Off Contract, all the consents, approvals, licences and permissions (statutory, regulatory contractual or otherwise) it may require and which are necessary for the provision of the Services;
- (c) ensure that any goods and/or services recommended or otherwise specified by the Supplier for use by the Customer in conjunction with the Deliverables and/or the Services shall enable the Deliverables and/or the Goods and/or the Services to meet the requirements of the Customer;
- (d) ensure that the Supplier Assets will be free of all encumbrances (except as agreed in writing with the Customer);

- (e) ensure that the Services are fully compatible with any Customer Property or Customer Assets described in Call Off Schedule 4 (Implementation Plan) (or elsewhere in this Call Off Contract) or otherwise used by the Supplier in connection with this Call Off Contract;
- (f) minimise any disruption to the Sites and/or the Customer's operations when providing the Services;
- (g) ensure that any Documentation and training provided by the Supplier to the Customer are comprehensive, accurate and prepared in accordance with Good Industry Practice;
- (h) co-operate with the Other Suppliers and provide reasonable information (including any Documentation), advice and assistance in connection with the Services to any Other Supplier and, on the Call Off Expiry Date for any reason, to enable the timely transition of the supply of the Services (or any of them) to the Customer and/or to any Replacement Supplier;
- (i) assign to the Customer, or if it is unable to do so, shall (to the extent it is legally able to do so) hold on trust for the sole benefit of the Customer, all warranties and indemnities provided by third parties or any Sub-Contractor in respect of any Deliverables and/or the Services. Where any such warranties are held on trust, the Supplier shall enforce such warranties in accordance with any reasonable directions that the Customer may notify from time to time to the Supplier;
- (j) provide the Customer with such assistance as the Customer may reasonably require during the Call Off Contract Period in respect of the supply of the Services;
- (k) deliver the Services in a proportionate and efficient manner;
- (l) ensure that neither it, nor any of its Affiliates, embarrasses the Customer or otherwise brings the Customer into disrepute by engaging in any act or omission which is reasonably likely to diminish the trust that the public places in the Customer, regardless of whether or not such act or omission is related to the Suppliers obligations under this Call Off Contract; and
- (m) gather, collate and provide such information and co-operation as the Customer may reasonably request for the purposes of ascertaining the Suppliers compliance with its obligations under this Call Off Contract.

7.1.5 An obligation on the Supplier to do, or to refrain from doing, any act or thing shall include an obligation upon the Supplier to procure that all Sub-Contractors and Supplier Personnel also do, or refrain from doing, such act or thing.

8. SERVICES

8.1 General application

8.1.1 This Clause 8 shall apply if any Services have been included in Annex 1 of Call Off Schedule 2 (Goods and/or Services).

8.2 Time of Delivery of the Services

8.2.1 The Supplier shall provide the Services on the date(s) specified in the Call Off Order Form (or elsewhere in this Call Off Contract) and the Milestone Dates (if any).

8.3 Location and Manner of Delivery of the Services

- 8.3.1 Except where otherwise provided in this Call Off Contract, the Supplier shall provide the Services to the Customer through the Supplier Personnel at the Sites.
- 8.3.2 The Customer may inspect and examine the manner in which the Supplier provides the Services at the Sites and, if the Sites are not the Customer Premises, the Customer may carry out such inspection and examination during normal business hours and on reasonable notice.

8.4 Undelivered Services

- 8.4.1 In the event that any of the Services are not Delivered in accordance with Clauses 7.1 (Provision of the Services), 8.2 (Time of Delivery of the Services) and 8.3 (Location and Manner of Delivery of the Services) ("**Undelivered Services**"), the Customer, without prejudice to any other rights and remedies of the Customer howsoever arising, shall be entitled to withhold payment of the applicable Call Off Contract Charges for the Services that were not so Delivered until such time as the Undelivered Services are Delivered.
- 8.4.2 The Customer may, at its discretion and without prejudice to any other rights and remedies of the Customer howsoever arising, deem the failure to comply with Clauses 7.1, (Provision of the Services), 8.2 (Time of Delivery of the Services) and 8.3 (Location and Manner of Delivery of the Services) and meet the relevant Milestone Date (if any) to be a material Default.

8.5 Obligation to Remedy of Default in the Supply of the Services

- 8.5.1 Subject to Clauses 33.9.2 and 33.9.3 (IPR Indemnity) and without prejudice to any other rights and remedies of the Customer howsoever arising (including under Clauses 8.4.2 (Undelivered Services) and 38 (Customer Remedies for Default)), the Supplier shall, where practicable:
- (a) remedy any breach of its obligations in Clauses 7 and 8 within three (3) Working Days of becoming aware of the relevant Default or being notified of the Default by the Customer or within such other time period as may be agreed with the Customer (taking into account the nature of the breach that has occurred); and
 - (b) meet all the costs of, and incidental to, the performance of such remedial work.

8.6 Continuing Obligation to Provide the Services

- 8.6.1 The Supplier shall continue to perform all of its obligations under this Call Off Contract and shall not suspend the provision of the Services, notwithstanding:
- (a) any withholding or deduction by the Customer of any sum due to the Supplier pursuant to the exercise of a right of the Customer to such withholding or deduction under this Call Off Contract;
 - (b) the existence of an unresolved Dispute; and/or
 - (c) any failure by the Customer to pay any Call Off Contract Charges,
- unless the Supplier is entitled to terminate this Call Off Contract under Clause 42.1 (Termination on Customer Cause for Failure to Pay) for failure by the Customer to pay undisputed Call Off Contract Charges.

9. NOT USED

10. NOT USED

11. STANDARDS AND QUALITY

- 11.1 The Supplier shall at all times during the Call Off Contract Period comply with the Standards and maintain, where applicable, accreditation with the relevant Standards' authorisation body.
- 11.2 Throughout the Call Off Contract Period, the Parties shall notify each other of any new or emergent standards which could affect the Suppliers provision, or the receipt by the Customer, of the Services. The adoption of any such new or emergent standard, or changes to existing Standards (including any specified in the Call Off Order Form), shall be agreed in accordance with the Variation Procedure.
- 11.3 Where a new or emergent standard is to be developed or introduced by the Customer, the Supplier shall be responsible for ensuring that the potential impact on the Suppliers provision, or the Customer's receipt of the Services is explained to the Customer (within a reasonable timeframe), prior to the implementation of the new or emergent Standard.
- 11.4 Where Standards referenced conflict with each other or with best professional or industry practice adopted after the Call Off Commencement Date, then the later Standard or best practice shall be adopted by the Supplier. Any such alteration to any Standard or Standards shall require Approval (and the written consent of the Customer where the relevant Standard or Standards is/are included in Framework Schedule 2 (Goods and/or Services and Key Performance Indicators) and shall be implemented within an agreed timescale.
- 11.5 Where a standard, policy or document is referred to by reference to a hyperlink, then if the hyperlink is changed or no longer provides access to the relevant standard, policy or document, the Supplier shall notify the Customer and the Parties shall agree the impact of such change.

12. TESTING

- 12.1 This Clause 12 shall apply if so specified by the Customer in the Call Off Order Form.
- 12.2 The Parties shall comply with any provisions set out in Call Off Schedule 5 (Testing).

13. SERVICE LEVELS AND SERVICE CREDITS

- 13.1 This Clause 13 shall apply where the Customer has specified Service Levels and Service Credits in the Call Off Order Form. Where the Customer has specified Service Levels but not Service Credits, only sub-clauses 13.2, 13.3 and 13.7 shall apply.
- 13.2 When this Clause 13.2 applies, the Parties shall also comply with the provisions of Part A (Service Levels and Service Credits) of Call Off Schedule 6 (Service Levels, Service Credits and Performance Monitoring).
- 13.3 The Supplier shall at all times during the Call Off Contract Period provide the Services to meet or exceed the Service Level Performance Measure for each Service Level Performance Criterion.
- 13.4 The Supplier acknowledges that any Service Level Failure may have a material adverse impact on the business and operations of the Customer and that it shall entitle the Customer to the rights set out in Part A of Call Off Schedule 6 (Service Levels, Service Credits and Performance Monitoring) including the right to any Service Credits.
- 13.5 The Supplier acknowledges and agrees that any Service Credit is a price adjustment and not an estimate of the Loss that may be suffered by the Customer as a result of the Suppliers failure to meet any Service Level Performance Measure.

- 13.6 A Service Credit shall be the Customer's exclusive financial remedy for a Service Level Failure except where:
- 13.6.1 the Supplier has over the previous twelve (12) Month period accrued Service Credits in excess of the Service Credit Cap;
- 13.6.2 the Service Level Failure:
- (a) exceeds the relevant Service Level Threshold;
 - (b) has arisen due to a Prohibited Act or wilful Default by the Supplier or any Supplier Personnel; and
 - (c) results in:
 - (i) the corruption or loss of any Customer Data (in which case the remedies under Clause 34.2.8 (Protection of Customer Data) shall also be available); and/or
 - (ii) the Customer being required to make a compensation payment to one or more third parties; and/or
- 13.6.3 the Customer is otherwise entitled to or does terminate this Call Off Contract pursuant to Clause 41 (Customer Termination Rights) except Clause 41.7 (Termination Without Cause).
- 13.7 Not more than once in each Call Off Contract Year, the Customer may, on giving the Supplier at least three (3) Months notice, change the weighting of Service Level Performance Measure in respect of one or more Service Level Performance Criteria and the Supplier shall not be entitled to object to, or increase the Call Off Contract Charges as a result of such changes, provided that:
- 13.7.1 the total number of Service Level Performance Criteria for which the weighting is to be changed does not exceed the number set out, for the purposes of this clause, in the Call Off Order Form;
- 13.7.2 the principal purpose of the change is to reflect changes in the Customer's business requirements and/or priorities or to reflect changing industry standards; and
- 13.7.3 there is no change to the Service Credit Cap.

14. CRITICAL SERVICE LEVEL FAILURE

- 14.1 This Clause 14 shall apply if the Customer has specified both Service Credits and Critical Service Level Failure in the Call Off Order Form.
- 14.2 On the occurrence of a Critical Service Level Failure:
- 14.2.1 any Service Credits that would otherwise have accrued during the relevant Service Period shall not accrue; and
- 14.2.2 the Customer shall (subject to the Service Credit Cap set out in Clause 36.2.1(a) (Financial Limits)) be entitled to withhold and retain as compensation for the Critical Service Level Failure a sum equal to any Call Off Contract Charges which would otherwise have been due to the Supplier in respect of that Service Period ("**Compensation for Critical Service Level Failure**"),

provided that the operation of this Clause 14.2 shall be without prejudice to the right of the Customer to terminate this Call Off Contract and/or to claim damages from the Supplier for material Default as a result of such Critical Service Level Failure.

14.3 The Supplier:

14.3.1 agrees that the application of Clause 14.2 is commercially justifiable where a Critical Service Level Failure occurs; and

14.3.2 acknowledges that it has taken legal advice on the application of Clause 14.2 and has had the opportunity to price for that risk when calculating the Call Off Contract Charges.

15. BUSINESS CONTINUITY AND DISASTER RECOVERY

15.1 This Clause 15 shall apply if the Customer has so specified in the Call Off Order Form.

15.2 The Parties shall comply with the provisions of Call Off Schedule 8 (Business Continuity and Disaster Recovery).

16. DISRUPTION

16.1 The Supplier shall take reasonable care to ensure that in the performance of its obligations under this Call Off Contract it does not disrupt the operations of the Customer, its employees or any other contractor employed by the Customer.

16.2 The Supplier shall immediately inform the Customer of any actual or potential industrial action, whether such action be by the Supplier Personnel or others, which affects or might affect the Suppliers ability at any time to perform its obligations under this Call Off Contract.

16.3 In the event of industrial action by the Supplier Personnel, the Supplier shall seek Approval to its proposals for the continuance of the supply of the Services in accordance with its obligations under this Call Off Contract.

16.4 If the Supplier is temporarily unable to fulfil the requirements of this Call Off Contract owing to disruption of normal business solely due to a Customer Cause, then subject to Clause 17 (Supplier Notification of Customer Cause), an appropriate allowance by way of an extension of time will be Approved by the Customer. In addition, the Customer will reimburse any additional expense reasonably incurred by the Supplier as a direct result of such disruption.

17. SUPPLIER NOTIFICATION OF CUSTOMER CAUSE

17.1 Without prejudice to any other obligations of the Supplier in this Call Off Contract to notify the Customer in respect of a specific Customer Cause (including the notice requirements under Clause 42.1.1 (Termination on Customer Cause for Failure to Pay)), the Supplier shall:

17.1.1 notify the Customer as soon as reasonably practicable ((and in any event within two (2) Working Days of the Supplier becoming aware)) that a Customer Cause has occurred or is reasonably likely to occur, giving details of:

- (a) the Customer Cause and its effect, or likely effect, on the Suppliers ability to meet its obligations under this Call Off Contract; and
- (b) any steps which the Customer can take to eliminate or mitigate the consequences and impact of such Customer Cause; and
- (c) use all reasonable endeavours to eliminate or mitigate the consequences and impact of a Customer Cause, including any Losses that the Supplier may incur and the duration and consequences of any Delay or anticipated Delay.

18. CONTINUOUS IMPROVEMENT

- 18.1 The Supplier shall have an ongoing obligation throughout the Call Off Contract Period to identify new or potential improvements to the provision of the Services in accordance with this Clause 18 with a view to reducing the Customer's costs (including the Call Off Contract Charges) and/or improving the quality and efficiency of the Services and their supply to the Customer. As part of this obligation the Supplier shall identify and report to the Customer once every twelve (12) Months:
- 18.1.1 the emergence of new and evolving relevant technologies which could improve the Sites and/or the provision of the Services, and those technological advances potentially available to the Supplier and the Customer which the Parties may wish to adopt;
 - 18.1.2 new or potential improvements to the provision of the Services including the quality, responsiveness, procedures, benchmarking methods, likely performance mechanisms and customer support goods and/or services in relation to the Services;
 - 18.1.3 changes in business processes and ways of working that would enable the Services to be provided at lower costs and/or at greater benefits to the Customer; and/or
 - 18.1.4 changes to the Sites business processes and ways of working that would enable reductions in the total energy consumed annually in the provision of the Services.
- 18.2 The Supplier shall ensure that the information that it provides to the Customer shall be sufficient for the Customer to decide whether any improvement should be implemented. The Supplier shall provide any further information that the Customer requests.
- 18.3 If the Customer wishes to incorporate any improvement identified by the Supplier, the Customer shall request a Variation in accordance with the Variation Procedure and the Supplier shall implement such Variation at no additional cost to the Customer.

D. CALL OFF CONTRACT GOVERNANCE

19. PERFORMANCE MONITORING

- 19.1 The Supplier shall comply with the monitoring requirements set out in Part B (Performance Monitoring) of Call Off Schedule 6 (Service Levels, Service Credits and Performance Monitoring).

20. REPRESENTATIVES

- 20.1 Each Party shall have a representative for the duration of this Call Off Contract who shall have the authority to act on behalf of their respective Party on the matters set out in, or in connection with, this Call Off Contract.
- 20.2 The initial Supplier Representative shall be the person named as such in the Call Off Order Form. Any change to the Supplier Representative shall be agreed in accordance with Clause 27 (Supplier Personnel).
- 20.3 If the initial Customer Representative is not specified in the Call Off Order Form, the Customer shall notify the Supplier of the identity of the initial Customer Representative within five (5) Working Days of the Call Off Commencement Date. The Customer may, by written notice to the Supplier, revoke or amend the authority of the Customer Representative or appoint a new Customer Representative.

21. RECORDS AND AUDIT ACCESS

- 21.1 The Supplier shall keep and maintain for seven (7) years after the Call Off Expiry Date (or as long a period as may be agreed between the Parties), full and accurate records and accounts of the operation of this Call Off Contract including the Services provided under it, any Sub-Contracts and the amounts paid by the Customer.
- 21.2 The Supplier shall:
- 21.2.1 keep the records and accounts referred to in Clause 21.1 in accordance with Good Industry Practice and Law; and
 - 21.2.2 afford any Auditor access to the records and accounts referred to in Clause 21.1 at the Suppliers premises and/or provide records and accounts (including copies of the Suppliers published accounts) or copies of the same, as may be required by any of the Auditors from time to time during the Call Off Contract Period and the period specified in Clause 21.1, in order that the Auditor(s) may carry out an inspection to assess compliance by the Supplier and/or its Sub-Contractors of any of the Suppliers obligations under this Call Off Contract including in order to:
 - (a) verify the accuracy of the Call Off Contract Charges and any other amounts payable by the Customer under this Call Off Contract (and proposed or actual variations to them in accordance with this Call Off Contract);
 - (b) verify the costs of the Supplier (including the costs of all Sub-Contractors and any third party suppliers) in connection with the provision of the Services;
 - (c) verify the Suppliers and each Sub-Contractor's compliance with the applicable Law;
 - (d) identify or investigate an actual or suspected Prohibited Act, impropriety or accounting mistakes or any breach or threatened breach of security and in these circumstances the Customer shall have no obligation to inform the Supplier of the purpose or objective of its investigations;
 - (e) identify or investigate any circumstances which may impact upon the financial stability of the Supplier, the Framework Guarantor and/or the Call Off Guarantor and/or any Sub-Contractors or their ability to perform the Services;
 - (f) obtain such information as is necessary to fulfil the Customer's obligations to supply information for parliamentary, ministerial, judicial or administrative purposes including the supply of information to the Comptroller and Auditor General;
 - (g) carry out the Customer's internal and statutory audits and to prepare, examine and/or certify the Customer's annual and interim reports and accounts;
 - (h) enable the National Audit Office to carry out an examination pursuant to Section 6(1) of the National Audit Act 1983 of the economy, efficiency and effectiveness with which the Customer has used its resources;
 - (i) review any Performance Monitoring Reports provided under Part B of Call Off Schedule 6 (Service Levels, Service Credits and Performance Monitoring) and/or other records relating to the Suppliers performance of the provision of the Services and to verify that these reflect the Suppliers own internal reports and records;

- (j) verify the accuracy and completeness of any information delivered or required by this Call Off Contract;
 - (k) review the Suppliers quality management systems (including any quality manuals and procedures);
 - (l) review the Suppliers compliance with the Standards;
 - (m) inspect the Customer Assets, including the Customer's IPRs, equipment and facilities, for the purposes of ensuring that the Customer Assets are secure and that any register of assets is up to date; and/or
 - (n) review the integrity, confidentiality and security of the Customer Data.
- 21.3 The Customer shall use reasonable endeavours to ensure that the conduct of each audit does not unreasonably disrupt the Supplier or delay the provision of the Services save insofar as the Supplier accepts and acknowledges that control over the conduct of audits carried out by the Auditor(s) is outside of the control of the Customer.
- 21.4 Subject to the Suppliers rights in respect of Confidential Information, the Supplier shall on demand provide the Auditor(s) with all reasonable co-operation and assistance in:
- 21.4.1 all reasonable information requested by the Customer within the scope of the audit;
 - 21.4.2 reasonable access to sites controlled by the Supplier and to any Supplier Equipment used in the provision of the Services; and
 - 21.4.3 access to the Supplier Personnel.
- 21.5 The Parties agree that they shall bear their own respective costs and expenses incurred in respect of compliance with their obligations under this Clause 21, unless the audit reveals a Default by the Supplier in which case the Supplier shall reimburse the Customer for the Customer's reasonable costs incurred in relation to the audit.

22. CHANGE

22.1 Variation Procedure

- 22.1.1 Subject to the provisions of this Clause 22 and of Call Off Schedule 3 (Call Off Contract Charges, Payment and Invoicing), either Party may request a variation to this Call Off Contract provided that such variation does not amount to a material change of this Call Off Contract within the meaning of the Regulations and the Law. Such a change once implemented is hereinafter called a "**Variation**".
- 22.1.2 A Party may request a Variation by completing, signing and sending the Variation Form to the other Party giving sufficient information for the receiving Party to assess the extent of the proposed Variation and any additional cost that may be incurred.
- 22.1.3 Where the Customer has so specified on receipt of a Variation Form from the Supplier, the Supplier shall carry out an impact assessment of the Variation on the Services (the "**Impact Assessment**"). The Impact Assessment shall be completed in good faith and shall include:

- (a) details of the impact of the proposed Variation on the Services and the Suppliers ability to meet its other obligations under this Call Off Contract;
- (b) details of the cost of implementing the proposed Variation;
- (c) details of the ongoing costs required by the proposed Variation when implemented, including any increase or decrease in the Call Off Contract Charges, any alteration in the resources and/or expenditure required by either Party and any alteration to the working practices of either Party;
- (d) a timetable for the implementation, together with any proposals for the testing of the Variation; and
- (e) such other information as the Customer may reasonably request in (or in response to) the Variation request.

22.1.4 The Parties may agree to adjust the time limits specified in the Variation Form to allow for the preparation of the Impact Assessment.

22.1.5 Subject to 22.1.4, the receiving Party shall respond to the request within the time limits specified in the Variation Form. Such time limits shall be reasonable and ultimately at the discretion of the Customer having regard to the nature of the Services and the proposed Variation.

22.1.6 In the event that:

- (a) the Supplier is unable to agree to or provide the Variation; and/or
- (b) the Parties are unable to agree a change to the Call Off Contract Charges that may be included in a request of a Variation or response to it as a consequence thereof,

the Customer may:

- (i) agree to continue to perform its obligations under this Call Off Contract without the Variation; or
- (ii) terminate this Call Off Contract with immediate effect, except where the Supplier has already fulfilled part or all of the provision of the Services in accordance with this Call Off Contract or where the Supplier can show evidence of substantial work being carried out to provide the Services under this Call Off Contract, and in such a 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.

22.1.7 If the Parties agree the Variation, the Supplier shall implement such Variation and be bound by the same provisions so far as is applicable, as though such Variation was stated in this Call Off Contract.

22.2 **Legislative Change**

22.2.1 The Supplier shall neither be relieved of its obligations under this Call Off Contract nor be entitled to an increase in the Call Off Contract Charges as the result of a:

- (a) General Change in Law;
- (b) Specific Change in Law where the effect of that Specific Change in Law on the Services is reasonably foreseeable at the Call Off Commencement Date.

22.2.2 If a Specific Change in Law occurs or will occur during the Call Off Contract Period (other than as referred to in Clause 22.2.1(b)), the Supplier shall:

- (a) notify the Customer as soon as reasonably practicable of the likely effects of that change including:
 - (i) whether any Variation is required to the provision of the Services, the Call Off Contract Charges or this Call Off Contract; and
 - (ii) whether any relief from compliance with the Suppliers obligations is required, including any obligation to Achieve a Milestone and/or to meet the Service Level Performance Measures; and
- (b) provide to the Customer with evidence:
 - (i) that the Supplier has minimised any increase in costs or maximised any reduction in costs, including in respect of the costs of its Sub-Contractors;
 - (ii) as to how the Specific Change in Law has affected the cost of providing the Services; and
 - (iii) demonstrating that any expenditure that has been avoided, for example which would have been required under the provisions of Clause 18 (Continuous Improvement), has been taken into account in amending the Call Off Contract Charges.

22.2.3 Any change in the Call Off Contract Charges or relief from the Suppliers obligations resulting from a Specific Change in Law (other than as referred to in Clause 22.2.1(b)) shall be implemented in accordance with the Variation Procedure.

E. PAYMENT, TAXATION AND VALUE FOR MONEY PROVISIONS

23. CALL OFF CONTRACT CHARGES AND PAYMENT

23.1 Call Off Contract Charges

- 23.1.1 In consideration of the Supplier carrying out its obligations under this Call Off Contract, including the provision of the Services, the Customer shall pay the undisputed Call Off Contract Charges in accordance with the pricing and payment profile and the invoicing procedure in Call Off Schedule 3 (Call Off Contract Charges, Payment and Invoicing).
- 23.1.2 Except as otherwise provided, each Party shall bear its own costs and expenses incurred in respect of compliance with its obligations under Clauses 12 (Testing), 21 (Records and Audit Access), 34.5 (Freedom of Information) and 34.6 (Protection of Personal Data).
- 23.1.3 If the Customer fails to pay any undisputed Call Off Contract Charges properly invoiced under this Call Off Contract, the Supplier shall have the right to charge interest on the overdue amount at the applicable rate under the Late Payment of Commercial Debts (Interest) Act 1998, accruing on a daily basis from the due date up to the date of actual payment, whether before or after judgment.

23.1.4 If at any time during this Call Off Contract Period the Supplier reduces its Framework Prices for any Goods and/or Services which are provided under the Framework Agreement (whether or not such Goods and/or Services are offered in a catalogue, if any, which is provided under the Framework Agreement) in accordance with the terms of the Framework Agreement, the Supplier shall immediately reduce the Call Off Contract Charges for such Goods and/or Services under this Call Off Contract by the same amount.

23.2 VAT

23.2.1 The Call Off Contract Charges are stated exclusive of VAT, which shall be added at the prevailing rate as applicable and paid by the Customer following delivery of a Valid Invoice.

23.2.2 The Supplier shall indemnify the Customer on a continuing basis against any liability, including any interest, penalties or costs incurred, which is levied, demanded or assessed on the Customer at any time (whether before or after the making of a demand pursuant to the indemnity hereunder) in respect of the Suppliers failure to account for or to pay any VAT relating to payments made to the Supplier under this Call Off Contract. Any amounts due under Clause 23.2 (VAT) shall be paid in cleared funds by the Supplier to the Customer not less than five (5) Working Days before the date upon which the tax or other liability is payable by the Customer.

23.3 Retention and Set Off

23.3.1 The Customer may retain or set off any amount owed to it by the Supplier against any amount due to the Supplier under this Call Off Contract or under any other agreement between the Supplier and the Customer.

23.3.2 If the Customer wishes to exercise its right pursuant to Clause 23.3.1 it shall give notice to the Supplier within thirty (30) days of receipt of the relevant invoice, setting out the Customer's reasons for retaining or setting off the relevant Call Off Contract Charges.

23.3.3 The Supplier shall make any payments due to the Customer without any deduction whether by way of set-off, counterclaim, discount, abatement or otherwise unless the Supplier has obtained a sealed court order requiring an amount equal to such deduction to be paid by the Customer to the Supplier.

23.4 Foreign Currency

23.4.1 Any requirement of Law to account for the Services in any currency other than Sterling, (or to prepare for such accounting) instead of and/or in addition to Sterling, shall be implemented by the Supplier free of charge to the Customer.

23.4.2 The Customer shall provide all reasonable assistance to facilitate compliance with Clause 23.4.1 by the Supplier.

23.5 Income Tax and National Insurance Contributions

23.5.1 Where the Supplier or any Supplier Personnel are liable to be taxed in the UK or to pay national insurance contributions in respect of consideration received under this Call Off Contract, the Supplier shall:

- (a) at all times comply with the Income Tax (Earnings and Pensions) Act 2003 and all other statutes and regulations relating to income

tax, and the Social Security Contributions and Benefits Act 1992 and all other statutes and regulations relating to national insurance contributions, in respect of that consideration; and

- (b) indemnify the Customer against any income tax, national insurance and social security contributions and any other liability, deduction, contribution, assessment or claim arising from or made (whether before or after the making of a demand pursuant to the indemnity hereunder) in connection with the provision of the Services by the Supplier or any Supplier Personnel.

23.5.2 In the event that any one of the Supplier Personnel is a Worker as defined in Call Off Schedule 1 (Definitions) who receives consideration relating to the Services, then, in addition to its obligations under Clause 23.5.1, the Supplier shall ensure that its contract with the Worker contains the following requirements:

- (a) that the Customer may, at any time during the Call Off Contract Period, request that the Worker provides information which demonstrates how the Worker complies with the requirements of Clause 23.5.1, or why those requirements do not apply to it. In such case, the Customer may specify the information which the Worker must provide and the period within which that information must be provided;
- (b) that the Worker's contract may be terminated at the Customer's request if:
 - (i) the Worker fails to provide the information requested by the Customer within the time specified by the Customer under Clause 23.5.2(a); and/or
 - (ii) the Worker provides information which the Customer considers is inadequate to demonstrate how the Worker complies with Clause 23.5.1 or confirms that the Worker is not complying with those requirements; and
- (c) that the Customer may supply any information it receives from the Worker to HMRC for the purpose of the collection and management of revenue for which they are responsible.

24. PROMOTING TAX COMPLIANCE

24.1 This Clause 24 shall apply if the Call Off Contract Charges payable under this Call Off Contract exceed or are likely to exceed five (5) million pounds during the Call Off Contract Period.

24.2 If, at any point during the Call Off Contract Period, an Occasion of Tax Non-Compliance occurs, the Supplier shall:

24.2.1 notify the Customer in writing of such fact within five (5) Working Days of its occurrence; and

24.2.2 promptly provide to the Customer:

- (a) details of the steps that the Supplier is taking to address the Occasion of Tax Non-Compliance and to prevent the same from recurring, together with any mitigating factors that it considers relevant; and

- (b) such other information in relation to the Occasion of Tax Non-Compliance as the Customer may reasonably require.

24.3 In the event that the Supplier fails to comply with this Clause 24 and/or does not provide details of proposed mitigating factors which in the reasonable opinion of the Customer are acceptable, then the Customer reserves the right to terminate this Call Off Contract for material Default.

25. BENCHMARKING

- 25.1 Notwithstanding the Suppliers obligations under Clause 18 (Continuous Improvement), the Customer shall be entitled to regularly benchmark the Call Off Contract Charges and level of performance by the Supplier of the supply of the Services, against other suppliers providing goods and/or services substantially the same as the Services during the Call Off Contract Period.
- 25.2 The Customer, acting reasonably, shall be entitled to use any model to determine the achievement of value for money and to carry out the benchmarking evaluation referred to in Clause 25.1 above.
- 25.3 The Customer shall be entitled to disclose the results of any benchmarking of the Call Off Contract Charges and provision of the Services to the Authority and any Contracting Authority (subject to the Contracting Authority entering into reasonable confidentiality undertakings).
- 25.4 The Supplier shall use all reasonable endeavours and act in good faith to supply information required by the Customer in order to undertake the benchmarking and such information requirements shall be at the discretion of the Customer.
- 25.5 Where, as a consequence of any benchmarking carried out by the Customer, the Customer decides improvements to the Services should be implemented such improvements shall be implemented by way of the Variation Procedure at no additional cost to the Customer.
- 25.6 The benefit of any work carried out by the Supplier at any time during the Call Off Contract Period to update, improve or provide the Services, facilitate their delivery to any other Contracting Authority and/or any alterations or variations to the Charges or the provision of the Services, which are identified in the Continuous Improvement Plan produced by the Supplier and/or as a consequence of any benchmarking carried out by the Authority pursuant to Framework Schedule 12 (Continuous Improvement and Benchmarking), shall be implemented by the Supplier in accordance with the Variation Procedure and at no additional cost to the Customer.

F. SUPPLIER PERSONNEL AND SUPPLY CHAIN MATTERS

26. KEY PERSONNEL

- 26.1 This Clause 26 shall apply where the Customer has specified Key Personnel in the Call Off Order Form.
- 26.2 The Call Off Order Form lists the key roles (“**Key Roles**”) and names of the persons who the Supplier shall appoint to fill those Key Roles at the Call Off Commencement Date.
- 26.3 The Supplier shall ensure that the Key Personnel fulfil the Key Roles at all times during the Call Off Contract Period.

- 26.4 The Customer may identify any further roles as being Key Roles and, following agreement to the same by the Supplier, the relevant person selected to fill those Key Roles shall be included on the list of Key Personnel.
- 26.5 The Supplier shall not remove or replace any Key Personnel (including when carrying out its obligations under Call Off Schedule 9 (Exit Management) unless:
- 26.5.1 requested to do so by the Customer;
 - 26.5.2 the person concerned resigns, retires or dies or is on maternity or long-term sick leave;
 - 26.5.3 the person's employment or contractual arrangement with the Supplier or a Sub-Contractor is terminated for material breach of contract by the employee; or
 - 26.5.4 the Supplier obtains the Customer's prior written consent (such consent not to be unreasonably withheld or delayed).
- 26.6 The Supplier shall:
- 26.6.1 notify the Customer promptly of the absence of any Key Personnel (other than for short-term sickness or holidays of two (2) weeks or less, in which case the Supplier shall ensure appropriate temporary cover for that Key Role);
 - 26.6.2 ensure that any Key Role is not vacant for any longer than ten (10) Working Days;
 - 26.6.3 give as much notice as is reasonably practicable of its intention to remove or replace any member of Key Personnel and, except in the cases of death, unexpected ill health or a material breach of the Key Personnel's employment contract, this will mean at least three (3) Months notice;
 - 26.6.4 ensure that all arrangements for planned changes in Key Personnel provide adequate periods during which incoming and outgoing personnel work together to transfer responsibilities and ensure that such change does not have an adverse impact on the provision of the Services; and
 - 26.6.5 ensure that any replacement for a Key Role:
 - (a) has a level of qualifications and experience appropriate to the relevant Key Role; and
 - (b) is fully competent to carry out the tasks assigned to the Key Personnel whom he or she has replaced.
 - 26.6.6 shall and shall procure that any Sub-Contractor shall not remove or replace any Key Personnel during the Call Off Contract Period without Approval.
- 26.7 The Customer may require the Supplier to remove any Key Personnel that the Customer considers in any respect unsatisfactory. The Customer shall not be liable for the cost of replacing any Key Personnel.

27. SUPPLIER PERSONNEL

27.1 Supplier Personnel

- 27.1.1 The Supplier shall:
- (a) provide a list of the names of all Supplier Personnel requiring admission to Customer Premises, specifying the capacity in which

they require admission and giving such other particulars as the Customer may reasonably require;

- (b) ensure that all Supplier Personnel:
 - (i) are appropriately qualified, trained and experienced to provide the Services with all reasonable skill, care and diligence;
 - (ii) are vetted in accordance with Good Industry Practice and, where applicable, the Security Policy and the Standards;
 - (iii) obey all lawful instructions and reasonable directions of the Customer (including, if so required by the Customer, the ICT Policy) and provide the Services to the reasonable satisfaction of the Customer; and
 - (iv) comply with all reasonable requirements of the Customer concerning conduct at the Customer Premises, including the security requirements set out in Call Off Schedule 7 (Security);
- (c) subject to Call Off Schedule 10 (Staff Transfer), retain overall control of the Supplier Personnel at all times so that the Supplier Personnel shall not be deemed to be employees, agents or contractors of the Customer;
- (d) be liable at all times for all acts or omissions of Supplier Personnel, so that any act or omission of a member of any Supplier Personnel which results in a Default under this Call Off Contract shall be a Default by the Supplier;
- (e) use all reasonable endeavours to minimise the number of changes in Supplier Personnel;
- (f) replace (temporarily or permanently, as appropriate) any Supplier Personnel as soon as practicable if any Supplier Personnel have been removed or are unavailable for any reason whatsoever;
- (g) bear the programme familiarisation and other costs associated with any replacement of any Supplier Personnel; and
- (h) procure that the Supplier Personnel shall vacate the Customer Premises immediately upon the Call Off Expiry Date.

27.1.2 If the Customer reasonably believes that any of the Supplier Personnel are unsuitable to undertake work in respect of this Call Off Contract, it may:

- (a) refuse admission to the relevant person(s) to the Customer Premises; and/or
- (b) direct the Supplier to end the involvement in the provision of the Services of the relevant person(s).

27.1.3 The decision of the Customer as to whether any person is to be refused access to the Customer Premises shall be final and conclusive.

27.2 **Relevant Convictions**

27.2.1 This sub-clause 27.2 shall apply if the Customer has specified Relevant Convictions in the Call Off Order Form.

- 27.2.2 The Supplier shall ensure that no person who discloses that he has a Relevant Conviction, or who is found to have any Relevant Convictions (whether as a result of a police check or through the procedure of the Disclosure and Barring Service (DBS) or otherwise), is employed or engaged in any part of the provision of the Services without Approval.
- 27.2.3 Notwithstanding Clause 27.2.2, for each member of Supplier Personnel who, in providing the Services, has, will have or is likely to have access to children, vulnerable persons or other members of the public to whom the Customer owes a special duty of care, the Supplier shall (and shall procure that the relevant Sub-Contractor shall):
- (a) carry out a check with the records held by the Department for Education (DfE);
 - (b) conduct thorough questioning regarding any Relevant Convictions; and
 - (c) ensure a police check is completed and such other checks as may be carried out through the Disclosure and Barring Service (DBS),
- and the Supplier shall not (and shall ensure that any Sub-Contractor shall not) engage or continue to employ in the provision of the Services any person who has a Relevant Conviction or an inappropriate record.

28. STAFF TRANSFER

- 28.1 This Clause 28 shall not apply if there are Goods but no Services under this Call Off Contract.
- 28.2 The Parties agree that :
- 28.2.1 where the commencement of the provision of the Services or any part of the Services results in one or more Relevant Transfers, Call Off Schedule 10 (Staff Transfer) shall apply as follows:
- (a) where the Relevant Transfer involves the transfer of Transferring Customer Employees, Part A of Call Off Schedule 10 (Staff Transfer) shall apply;
 - (b) where the Relevant Transfer involves the transfer of Transferring Former Supplier Employees, Part B of Call Off Schedule 10 (Staff Transfer) shall apply;
 - (c) where the Relevant Transfer involves the transfer of Transferring Customer Employees and Transferring Former Supplier Employees, Parts A and B of Call Off Schedule 10 (Staff Transfer) shall apply; and
 - (d) Part C of Call Off Schedule 10 (Staff Transfer) shall not apply;
- 28.2.2 where commencement of the provision of the Services or a part of the Services does not result in a Relevant Transfer, Part C of Call Off Schedule 10 (Staff Transfer) shall apply and Parts A and B of Call Off Schedule 10 (Staff Transfer) shall not apply; and
- 28.2.3 Part D of Call Off Schedule 10 (Staff Transfer) shall apply on the expiry or termination of the Services or any part of the Services;
- 28.3 The Supplier shall both during and after the Call Off Contract Period indemnify the Customer against all Employee Liabilities that may arise as a result of any

claims brought against the Customer by any person where such claim arises from any act or omission of the Supplier or any Supplier Personnel.

29. SUPPLY CHAIN RIGHTS AND PROTECTION

29.1 Appointment of Sub-Contractors

29.1.1 The Supplier shall exercise due skill and care in the selection of any Sub-Contractors to ensure that the Supplier is able to:

- (a) manage any Sub-Contractors in accordance with Good Industry Practice;
- (b) comply with its obligations under this Call Off Contract in the Delivery of the Services; and
- (c) assign, novate or otherwise transfer to the Customer or any Replacement Supplier any of its rights and/or obligations under each Sub-Contract that relates exclusively to this Call Off Contract.

29.1.2 Prior to sub-contacting any of its obligations under this Call Off Contract, the Supplier shall notify the Customer and provide the Customer with:

- (a) the proposed Sub-Contractor's name, registered office and company registration number;
- (b) the scope of any Goods and/or Services to be provided by the proposed Sub-Contractor; and
- (c) where the proposed Sub-Contractor is an Affiliate of the Supplier, evidence that demonstrates to the reasonable satisfaction of the Customer that the proposed Sub-Contract has been agreed on "arm's-length" terms.

29.1.3 If requested by the Customer within ten (10) Working Days of receipt of the Suppliers notice issued pursuant to Clause 29.1.2, the Supplier shall also provide:

- (a) a copy of the proposed Sub-Contract; and
- (b) any further information reasonably requested by the Customer.

29.1.4 The Customer may, within ten (10) Working Days of receipt of the Suppliers notice issued pursuant to Clause 29.1.2 (or, if later, receipt of any further information requested pursuant to Clause 29.1.3), object to the appointment of the relevant Sub-Contractor if they consider that:

- (a) the appointment of a proposed Sub-Contractor may prejudice the provision of the Services or may be contrary to the interests respectively of the Customer under this Call Off Contract;
- (b) the proposed Sub-Contractor is unreliable and/or has not provided reliable goods and or reasonable services to its other customers; and/or
- (c) the proposed Sub-Contractor employs unfit persons,

in which case, the Supplier shall not proceed with the proposed appointment.

29.1.5 If:

- (a) the Customer has not notified the Supplier that it objects to the proposed Sub-Contractor's appointment by the later of ten (10) Working Days of receipt of:
 - (i) the Suppliers notice issued pursuant to Clause 29.1.2; and
 - (ii) any further information requested by the Customer pursuant to Clause 29.1.3; and
- (b) the proposed Sub-Contract is not a Key Sub-Contract which shall require the written consent of the Authority and the Customer in accordance with Clause 29.2 (Appointment of Key Sub-Contractors).

the Supplier may proceed with the proposed appointment.

29.2 Appointment of Key Sub-Contractors

29.2.1 The Authority and the Customer have consented to the engagement of the Key Sub-Contractors listed in Framework Schedule 7 (Key Sub-Contractors).

29.2.2 Where the Supplier wishes to enter into a new Key Sub-Contract or replace a Key Sub-Contractor, it must obtain the prior written consent of the Authority and the Customer (the decision to consent or otherwise not to be unreasonably withheld or delayed). The Authority and/or the Customer may reasonably withhold its consent to the appointment of a Key Sub-Contractor if any of them considers that:

- (a) the appointment of a proposed Key Sub-Contractor may prejudice the provision of the Services or may be contrary to its interests;
- (b) the proposed Key Sub-Contractor is unreliable and/or has not provided reliable goods and/or reasonable services to its other customers; and/or
- (c) the proposed Key Sub-Contractor employs unfit persons.

29.2.3 Except where the Authority and the Customer have given their prior written consent under Clause 29.2.1, the Supplier shall ensure that each Key Sub-Contract shall include:

- (a) provisions which will enable the Supplier to discharge its obligations under this Call Off Contract;
- (b) a right under CRTPA for the Customer to enforce any provisions under the Key Sub-Contract which confer a benefit upon the Customer;
- (c) a provision enabling the Customer to enforce the Key Sub-Contract as if it were the Supplier;
- (d) a provision enabling the Supplier to assign, novate or otherwise transfer any of its rights and/or obligations under the Key Sub-Contract to the Customer or any Replacement Supplier;
- (e) obligations no less onerous on the Key Sub-Contractor than those imposed on the Supplier under this Call Off Contract in respect of:

- (i) data protection requirements set out in Clauses 34.1 (Security Requirements), 34.2 (Protection of Customer Data) and 34.6 (Protection of Personal Data);
- (ii) FOIA requirements set out in Clause 34.5 (Freedom of Information);
- (iii) the obligation not to embarrass the Customer or otherwise bring the Customer into disrepute set out in Clause 7.1.4(l) (Provision of Goods and/or Services);
- (iv) the keeping of records in respect of the Services being provided under the Key Sub-Contract;
- (v) the conduct of audits set out in Clause 21 (Records and Audit Access);
- (f) provisions enabling the Supplier to terminate the Key Sub-Contract on notice on terms no more onerous on the Supplier than those imposed on the Customer under Clauses 41 (Customer Termination Rights), 43 (Termination by Either Party) and 45 (Consequences of Expiry or Termination) of this Call Off Contract;
- (g) a provision restricting the ability of the Key Sub-Contractor to Sub-Contract all or any part of the provision of the Services provided to the Supplier under the Sub-Contract without first seeking the written consent of the Customer;
- (h) a provision, where a provision in Call Off Schedule 10 (Staff Transfer) imposes an obligation on the Supplier to provide an indemnity, undertaking or warranty, requiring the Key Sub-Contractor to provide such indemnity, undertaking or warranty to the Customer, Former Supplier or the Replacement Supplier as the case may be.

29.3 Supply Chain Protection

29.3.1 The Supplier shall ensure that all Sub-Contracts contain a provision:

- (a) requiring the Supplier to pay any undisputed sums which are due from it to the Sub-Contractor within a specified period not exceeding thirty (30) days from the receipt of a Valid Invoice;
- (b) requiring that any invoices submitted by a Sub-Contractor shall be considered and verified by the Supplier in a timely fashion and that undue delay in doing so shall not be sufficient justification for failing to regard an invoice as valid and undisputed;
- (c) requiring the Sub-Contractor to include in any Sub-Contract which it in turn awards suitable provisions to impose, as between the parties to that Sub-Contract, requirements to the same effect as those required by sub-clauses (a) and (b) directly above; and
- (d) conferring a right to the Customer to publish the Suppliers compliance with its obligation to pay undisputed invoices within the specified payment period.

29.3.2 The Supplier shall:

- (a) pay any undisputed sums which are due from it to a Sub-Contractor within thirty (30) days from the receipt of a Valid Invoice;

- (b) include within the Performance Monitoring Reports required under Part B of Call Off Schedule 6 (Service Levels, Service Credits and Performance Monitoring) a summary of its compliance with this Clause 29.3.2 (a), such data to be certified each quarter by a director of the Supplier as being accurate and not misleading.

29.3.3 Any invoices submitted by a Sub-Contractor to the Supplier shall be considered and verified by the Supplier in a timely fashion. Undue delay in doing so shall not be sufficient justification for the Supplier failing to regard an invoice as valid and undisputed.

29.3.4 Notwithstanding any provision of Clauses 34.3 (Confidentiality) and 35 (Publicity and Branding) if the Supplier notifies the Customer that the Supplier has failed to pay an undisputed Sub-Contractor's invoice within thirty (30) days of receipt, or the Customer otherwise discovers the same, the Customer shall be entitled to publish the details of the late or non-payment (including on government websites and in the press).

29.4 **Termination of Sub-Contracts**

29.4.1 The Customer may require the Supplier to terminate:

- (a) a Sub-Contract where:
 - (i) the acts or omissions of the relevant Sub-Contractor have caused or materially contributed to the Customer's right of termination pursuant to any of the termination events in Clause 41 (Customer Termination Rights) except Clause 41.7 (Termination Without Cause); and/or
 - (ii) the relevant Sub-Contractor or its Affiliates embarrassed the Customer or otherwise brought the Customer into disrepute by engaging in any act or omission which is reasonably likely to diminish the trust that the public places in the Customer, regardless of whether or not such act or omission is related to the Sub-Contractor's obligations in relation to the Services or otherwise; and/or
- (b) a Key Sub-Contract where there is a Change of Control of the relevant Key Sub-Contractor, unless:
 - (i) the Customer has given its prior written consent to the particular Change of Control, which subsequently takes place as proposed; or
 - (ii) the Customer has not served its notice of objection within six (6) Months of the later of the date the Change of Control took place or the date on which the Customer was given notice of the Change of Control.

29.5 **Competitive Terms**

29.5.1 If the Customer is able to obtain from any Sub-Contractor or any other third party more favourable commercial terms with respect to the supply of any materials, equipment, software, goods or services used by the Supplier or the Supplier Personnel in the supply of the Services, then the Customer may:

- (a) require the Supplier to replace its existing commercial terms with its Sub-Contractor with the more favourable commercial terms obtained by the Customer in respect of the relevant item; or

(b) subject to Clause 29.4 (Termination of Sub-Contracts), enter into a direct agreement with that Sub-Contractor or third party in respect of the relevant item.

29.5.2 If the Customer exercises the option pursuant to Clause 29.5.1, then the Call Off Contract Charges shall be reduced by an amount that is agreed in accordance with the Variation Procedure.

29.5.3 The Customer's right to enter into a direct agreement for the supply of the relevant items is subject to:

(a) the Customer making the relevant item available to the Supplier where this is necessary for the Supplier to provide the Services; and

(b) any reduction in the Call Off Contract Charges taking into account any unavoidable costs payable by the Supplier in respect of the substituted item, including in respect of any licence fees or early termination charges.

29.6 Retention of Legal Obligations

29.6.1 Notwithstanding the Suppliers right to Sub-Contract pursuant to Clause 29 (Supply Chain Rights and Protection), the Supplier shall remain responsible for all acts and omissions of its Sub-Contractors and the acts and omissions of those employed or engaged by the Sub-Contractors as if they were its own.

G. **PROPERTY MATTERS**

30. CUSTOMER PREMISES

30.1 Licence to occupy Customer Premises

30.1.1 Any Customer Premises shall be made available to the Supplier on a non-exclusive licence basis free of charge and shall be used by the Supplier solely for the purpose of performing its obligations under this Call Off Contract. The Supplier shall have the use of such Customer Premises as licensee and shall vacate the same immediately upon completion, termination, expiry or abandonment of this Call Off Contract and in accordance with Call Off Schedule 9 (Exit Management).

30.1.2 The Supplier shall limit access to the Customer Premises to such Supplier Personnel as is necessary to enable it to perform its obligations under this Call Off Contract and the Supplier shall co-operate (and ensure that the Supplier Personnel co-operate) with such other persons working concurrently on such Customer Premises as the Customer may reasonably request.

30.1.3 Save in relation to such actions identified by the Supplier in accordance with Clause 2 (Due Diligence) and set out in the Call Off Order Form (or elsewhere in this Call Off Contract), should the Supplier require modifications to the Customer Premises, such modifications shall be subject to Approval and shall be carried out by the Customer at the Suppliers expense. The Customer shall undertake any modification work which it approves pursuant to this Clause 30.1.3 without undue delay. Ownership of such modifications shall rest with the Customer.

30.1.4 The Supplier shall observe and comply with such rules and regulations as may be in force at any time for the use of such Customer Premises and conduct of personnel at the Customer Premises as determined by the Customer, and the Supplier shall pay for the full cost of making good any damage caused by the Supplier Personnel other than fair wear and tear. For the avoidance of doubt, damage includes without limitation damage to the fabric of the buildings, plant, fixed equipment or fittings therein.

30.1.5 The Parties agree that there is no intention on the part of the Customer to create a tenancy of any nature whatsoever in favour of the Supplier or the Supplier Personnel and that no such tenancy has or shall come into being and, notwithstanding any rights granted pursuant to this Call Off Contract, the Customer retains the right at any time to use any Customer Premises in any manner it sees fit.

30.2 Security of Customer Premises

30.2.1 The Customer shall be responsible for maintaining the security of the Customer Premises in accordance with the Security Policy. The Supplier shall comply with the Security Policy and any other reasonable security requirements of the Customer while on the Customer Premises.

30.2.2 The Customer shall afford the Supplier upon Approval (the decision to Approve or not will not be unreasonably withheld or delayed) an opportunity to inspect its physical security arrangements.

31. CUSTOMER PROPERTY

31.1 Where the Customer issues Customer Property free of charge to the Supplier such Customer Property shall be and remain the property of the Customer and the Supplier irrevocably licences the Customer and its agents to enter upon any premises of the Supplier during normal business hours on reasonable notice to recover any such Customer Property.

31.2 The Supplier shall not in any circumstances have a lien or any other interest on the Customer Property and at all times the Supplier shall possess the Customer Property as fiduciary agent and bailee of the Customer.

31.3 The Supplier shall take all reasonable steps to ensure that the title of the Customer to the Customer 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 Customer's request, store the Customer Property separately and securely and ensure that it is clearly identifiable as belonging to the Customer.

31.4 The Customer Property shall be deemed to be in good condition when received by or on behalf of the Supplier unless the Supplier notifies the Customer otherwise within five (5) Working Days of receipt.

31.5 The Supplier shall maintain the Customer Property in good order and condition (excluding fair wear and tear) and shall use the Customer Property solely in connection with this Call Off Contract and for no other purpose without Approval.

31.6 The Supplier shall ensure the security of all the Customer Property whilst in its possession, either on the Sites or elsewhere during the supply of the Services, in accordance with the Customer's Security Policy and the Customer's reasonable security requirements from time to time.

- 31.7 The Supplier shall be liable for all loss of, or damage to the Customer Property, (excluding fair wear and tear), unless such loss or damage was solely caused by a Customer Cause. The Supplier shall inform the Customer immediately of becoming aware of any defects appearing in or losses or damage occurring to the Customer Property.

32. SUPPLIER EQUIPMENT

- 32.1 Unless otherwise stated in the Call Off Order Form (or elsewhere in this Call Off Contract), the Supplier shall provide all the Supplier Equipment necessary for the provision of the Services.
- 32.2 The Supplier shall not deliver any Supplier Equipment nor begin any work on the Customer Premises without obtaining Approval.
- 32.3 The Supplier shall be solely responsible for the cost of carriage of the Supplier Equipment to the Sites and/or any Customer Premises, including its off-loading, removal of all packaging and all other associated costs. Likewise on the Call Off Expiry Date the Supplier shall be responsible for the removal of all relevant Supplier Equipment from the Sites and/or any Customer Premises, including the cost of packing, carriage and making good the Sites and/or the Customer Premises following removal.
- 32.4 All the Suppliers property, including Supplier Equipment, shall remain at the sole risk and responsibility of the Supplier, except that the Customer shall be liable for loss of or damage to any of the Suppliers property located on Customer Premises which is due to the negligent act or omission of the Customer.
- 32.5 Subject to any express provision of the BCDR Plan to the contrary, the loss or destruction for any reason of any Supplier Equipment shall not relieve the Supplier of its obligation to supply the Services in accordance with this Call Off Contract, including the Service Level Performance Measures.
- 32.6 The Supplier shall maintain all Supplier Equipment within the Sites and/or the Customer Premises in a safe, serviceable and clean condition.
- 32.7 The Supplier shall, at the Customer's written request, at its own expense and as soon as reasonably practicable:
- 32.7.1 remove from the Customer Premises any Supplier Equipment or any component part of Supplier Equipment which in the reasonable opinion of the Customer is either hazardous, noxious or not in accordance with this Call Off Contract; and
- 32.7.2 replace such Supplier Equipment or component part of Supplier Equipment with a suitable substitute item of Supplier Equipment.
- 32.8 For the purposes of this Clause 32.8, 'X' shall be the number of Service Failures, and 'Y' shall be the period in months, as respectively specified for 'X' and 'Y' in the Call Off Order Form. If this Clause 32.8 has been specified to apply in the Call Off Order Form, and there are no values specified for 'X' and/or 'Y', in default, 'X' shall be two (2) and 'Y' shall be twelve (12). Where a failure of Supplier Equipment or any component part of Supplier Equipment causes X or more Service Failures in any Y Month period, the Supplier shall notify the Customer in writing and shall, at the Customer's request (acting reasonably), replace such Supplier Equipment or component part thereof at its own cost with a new item of Supplier Equipment or component part thereof (of the same specification or having the same capability as the Supplier Equipment being replaced).

H. INTELLECTUAL PROPERTY AND INFORMATION

33. INTELLECTUAL PROPERTY RIGHTS

33.1 Allocation of title to IPR

33.1.1 Save as expressly granted elsewhere under this Call Off Contract:

(a) the Customer shall not acquire any right, title or interest in or to the Intellectual Property Rights of the Supplier or its licensors, including:

(i) the Supplier Background IPR;

(ii) the Third Party IPR; and

(iii) the Project Specific IPR.

(b) the Supplier shall not acquire any right, title or interest in or to the Intellectual Property Rights of the Customer or its licensors, including the:

(i) Customer Background IPR; and

(ii) Customer Data.

33.1.2 Where either Party acquires, by operation of Law, title to Intellectual Property Rights that is inconsistent with the allocation of title set out in Clause 33.1, it shall assign in writing such Intellectual Property Rights as it has acquired to the other Party on the request of the other Party (whenever made).

33.1.3 Neither Party shall have any right to use any of the other Party's names, logos or trade marks on any of its products or services without the other Party's prior written consent.

33.2 Licence granted by the Supplier: Project Specific IPR

33.2.1 The Supplier hereby grants to the Customer, or shall procure the direct grant to the Customer of, a perpetual, royalty-free, irrevocable, non-exclusive licence to use the Project Specific IPR including but not limited to the right to copy, adapt, publish and distribute such Project Specific IPR.

33.3 Licence granted by the Supplier: Supplier Background IPR

33.3.1 The Supplier hereby grants to the Customer a perpetual, royalty-free and non-exclusive licence to use the Supplier Background IPR for any purpose relating to the Services (or substantially equivalent goods and/or services) or for any purpose relating to the exercise of the Customer's (or, if the Customer is a Central Government Body, any other Central Government Body's) business or function.

33.3.2 At any time during the Call Off Contract Period or following the Call Off Expiry Date, the Supplier may terminate a licence granted in respect of the Supplier Background IPR under Clause 33.3.1 by giving thirty (30) days' notice in writing (or such other period as agreed by the Parties) if there is a Customer Cause which constitutes a material breach of the terms of 33.3.1 which, if the breach is capable of remedy, is not remedied within twenty (20) Working Days after the Supplier gives the Customer written notice specifying the breach and requiring its remedy.

33.3.3 In the event the licence of the Supplier Background IPR is terminated pursuant to Clause 33.3.2, the Customer shall:

- (a) immediately cease all use of the Supplier Background IPR;
- (b) at the discretion of the Supplier, return or destroy documents and other tangible materials that contain any of the Supplier Background IPR, provided that if the Supplier has not made an election within six (6) Months of the termination of the licence, the Customer may destroy the documents and other tangible materials that contain any of the Supplier Background IPR; and
- (c) ensure, so far as reasonably practicable, that any Supplier Background IPR that is held in electronic, digital or other machine-readable form ceases to be readily accessible (other than by the information technology staff of the Customer) from any computer, word processor, voicemail system or any other device containing such Supplier Background IPR.

33.4 **Customer's right to sub-license**

33.4.1 The Customer shall be freely entitled to sub-license the rights granted to it pursuant to Clause 33.2.1 (Licence granted by the Supplier: Project Specific IPR).

33.4.2 The Customer may sub-license:

- (a) the rights granted under Clause 33.3.1 (Licence granted by the Supplier: Supplier Background IPR) to a third party (including for the avoidance of doubt, any Replacement Supplier) provided that:
 - (i) the sub-license is on terms no broader than those granted to the Customer; and
 - (ii) the sub-license only authorises the third party to use the rights licensed in Clause 33.3.1 (Licence granted by the Supplier: Supplier Background IPR) for purposes relating to the Services (or substantially equivalent goods and/or services) or for any purpose relating to the exercise of the Customer's (or, if the Customer is a Central Government Body, any other Central Government Body's) business or function; and
- (b) the rights granted under Clause 33.3.1 (Licence granted by the Supplier: Supplier Background IPR) to any Approved Sub-Licensee to the extent necessary to use and/or obtain the benefit of the Project Specific IPR provided that the sub-license is on terms no broader than those granted to the Customer.

33.5 **Customer's right to assign/novate licences**

33.5.1 The Customer shall be freely entitled to assign, novate or otherwise transfer its rights and obligations under the licence granted to it pursuant to Clause 33.2 (Licence granted by the Supplier: Project Specific IPR).

- 33.5.2 The Customer may assign, novate or otherwise transfer its rights and obligations under the licence granted pursuant to Clause 33.3 (Licence granted by the Supplier: Supplier Background IPR) to:
- (a) a Central Government Body; or
 - (b) to any body (including any private sector body) which performs or carries on any of the functions and/or activities that previously had been performed and/or carried on by the Customer.
- 33.5.3 Where the Customer is a Central Government Body, any change in the legal status of the Customer which means that it ceases to be a Central Government Body shall not affect the validity of any licence granted in Clause 33.2 (Licence granted by the Supplier: Project Specific IPR) and/or Clause 33.3 (Licences granted by the Supplier: Supplier Background IPR). If the Customer ceases to be a Central Government Body, the successor body to the Customer shall still be entitled to the benefit of the licences granted in Clause 33.2 (Licence granted by the Supplier: Project Specific IPR) and Clause 33.3 (Licence granted by the Supplier: Supplier Background IPR).
- 33.5.4 If a licence granted in Clause 33.2 (Licence granted by the Supplier: Project Specific IPR) and/or Clause 33.3 (Licence granted by the Supplier: Supplier Background IPR) is novated under Clauses 33.5.1 and/or 33.5.2 or there is a change of the Customer's status pursuant to Clause 33.5.3 (both such bodies being referred to as the "Transferee"), the rights acquired by the Transferee shall not extend beyond those previously enjoyed by the Customer.

33.6 **Third Party IPR**

- 33.6.1 The Supplier shall procure that the owners or the authorised licensors of any Third Party IPR grant a direct licence to the Customer on terms at least equivalent to those set out in Clause 33.3 (Licence granted by the Supplier: Supplier Background IPR) and Clause 33.5.2 (Customer's right to assign/novate licences). If the Supplier cannot obtain for the Customer a licence materially in accordance with the licence terms set out in Clause 33.3 (Licences granted by the Supplier: Supplier Background IPR) and Clause 33.5.2 (Customer's right to assign/novate licences) in respect of any such Third Party IPR, the Supplier shall:
- (a) notify the Customer in writing giving details of what licence terms can be obtained from the relevant third party and whether there are alternative providers which the Supplier could seek to use; and
 - (b) only use such Third Party IPR if the Customer Approves the terms of the licence from the relevant third party.

33.7 **Licence granted by the Customer**

- 33.7.1 The Customer hereby grants to the Supplier a royalty-free, non-exclusive, non-transferable licence during the Call Off Contract Period to use the Customer Background IPR and the Customer Data solely to the extent necessary for providing the Services in accordance with this Call Off Contract, including (but not limited to) the right to grant sub-licences to Sub-Contractors provided that:

- (a) any relevant Sub-Contractor has entered into a confidentiality undertaking with the Supplier on the same terms as set out in Clause 34.3 (Confidentiality); and
- (b) the Supplier shall not without Approval use the licensed materials for any other purpose or for the benefit of any person other than the Customer.

33.8 Termination of licenses

- 33.8.1 Subject to Clause 33.3 (Licence granted by the Supplier: Supplier Background IPR), all licences granted pursuant to Clause 33 (Intellectual Property Rights) (other than those granted pursuant to Clause 33.6 (Third Party IPR) and 33.7 (Licence granted by the Customer)) shall survive the Call Off Expiry Date.
- 33.8.2 The Supplier shall, if requested by the Customer in accordance with Call Off Schedule 9 (Exit Management), grant (or procure the grant) to the Replacement Supplier of a licence to use any Supplier Background IPR and/or Third Party IPR on terms equivalent to those set out in Clause 33.3 (Licence granted by the Supplier: Supplier Background IPR) subject to the Replacement Supplier entering into reasonable confidentiality undertakings with the Supplier.
- 33.8.3 The licence granted pursuant to Clause 33.7 (Licence granted by the Customer) and any sub-licence granted by the Supplier in accordance with Clause 33.7.1 (Licence granted by the Customer) shall terminate automatically on the Call Off Expiry Date and the Supplier shall:
 - (a) immediately cease all use of the Customer Background IPR and the Customer Data (as the case may be);
 - (b) at the discretion of the Customer, return or destroy documents and other tangible materials that contain any of the Customer Background IPR and the Customer Data, provided that if the Customer has not made an election within six months of the termination of the licence, the Supplier may destroy the documents and other tangible materials that contain any of the Customer Background IPR and the Customer Data (as the case may be); and
 - (c) ensure, so far as reasonably practicable, that any Customer Background IPR and Customer Data that are held in electronic, digital or other machine-readable form ceases to be readily accessible from any computer, word processor, voicemail system or any other device of the Supplier containing such Customer Background IPR and/or Customer Data.

33.9 IPR Indemnity

- 33.9.1 The Supplier shall, during and after the Call Off Contract Period, on written demand, indemnify the Customer against all Losses incurred by, awarded against, or agreed to be paid by the Customer (whether before or after the making of the demand pursuant to the indemnity hereunder) arising from an IPR Claim.
- 33.9.2 If an IPR Claim is made, or the Supplier anticipates that an IPR Claim might be made, the Supplier may, at its own expense and sole option, either:

- (a) procure for the Customer the right to continue using the relevant item which is subject to the IPR Claim; or
 - (b) replace or modify the relevant item with non-infringing substitutes provided that:
 - (i) the performance and functionality of the replaced or modified item is at least equivalent to the performance and functionality of the original item;
 - (ii) the replaced or modified item does not have an adverse effect on any other Goods and/or Services;
 - (iii) there is no additional cost to the Customer; and
 - (iv) the terms and conditions of this Call Off Contract shall apply to the replaced or modified Goods and/or Services.
- 33.9.3 If the Supplier elects to procure a licence in accordance with Clause 33.9.2(a) or to modify or replace an item pursuant to Clause 33.9.2(b), but this has not avoided or resolved the IPR Claim, then:
- (i) the Customer may terminate this Call Off Contract by written notice with immediate effect; and
 - (ii) without prejudice to the indemnity set out in Clause 33.9.1, the Supplier shall be liable for all reasonable and unavoidable costs of the substitute goods and/or services including the additional costs of procuring, implementing and maintaining the substitute items.

34. SECURITY AND PROTECTION OF INFORMATION

34.1 Security Requirements

- 34.1.1 The Supplier shall comply with the Security Policy and the requirements of Call Off Schedule 7 (Security) including the Security Management Plan (if any) and shall ensure that the Security Management Plan produced by the Supplier fully complies with the Security Policy.
- 34.1.2 The Customer shall notify the Supplier of any changes or proposed changes to the Security Policy.
- 34.1.3 If the Supplier believes that a change or proposed change to the Security Policy will have a material and unavoidable cost implication to the provision of the Services it may propose a Variation to the Customer. In doing so, the Supplier must support its request by providing evidence of the cause of any increased costs and the steps that it has taken to mitigate those costs. Any change to the Call Off Contract Charges shall then be subject to the Variation Procedure.
- 34.1.4 Until and/or unless a change to the Call Off Contract Charges is agreed by the Customer pursuant to the Variation Procedure the Supplier shall continue to provide the Services in accordance with its existing obligations.

34.2 Protection of Customer Data

- 34.2.1 The Supplier shall not delete or remove any proprietary notices contained within or relating to the Customer Data.
- 34.2.2 The Supplier shall not store, copy, disclose, or use the Customer Data except as necessary for the performance by the Supplier of its obligations under this Call Off Contract or as otherwise Approved by the Customer.
- 34.2.3 To the extent that the Customer Data is held and/or Processed by the Supplier, the Supplier shall supply that Customer Data to the Customer as requested by the Customer and in the format (if any) specified by the Customer in the Call Off Order Form and, in any event, as specified by the Customer from time to time in writing.
- 34.2.4 The Supplier shall take responsibility for preserving the integrity of Customer Data and preventing the corruption or loss of Customer Data.
- 34.2.5 The Supplier shall perform secure back-ups of all Customer Data and shall ensure that up-to-date back-ups are stored off-site at an Approved location in accordance with any BCDR Plan or otherwise. The Supplier shall ensure that such back-ups are available to the Customer (or to such other person as the Customer may direct) at all times upon request and are delivered to the Customer at no less than six (6) Monthly intervals (or such other intervals as may be agreed in writing between the Parties).
- 34.2.6 The Supplier shall ensure that any system on which the Supplier holds any Customer Data, including back-up data, is a secure system that complies with the Security Policy and the Security Management Plan (if any).
- 34.2.7 If at any time the Supplier suspects or has reason to believe that the Customer Data is corrupted, lost or sufficiently degraded in any way for any reason, then the Supplier shall notify the Customer immediately and inform the Customer of the remedial action the Supplier proposes to take.
- 34.2.8 If the Customer Data is corrupted, lost or sufficiently degraded as a result of a Default so as to be unusable, the Supplier may:
- (a) require the Supplier (at the Suppliers expense) to restore or procure the restoration of Customer Data to the extent and in accordance with the requirements specified in Call Off Schedule 8 (Business Continuity and Disaster Recovery) or as otherwise required by the Customer, and the Supplier shall do so as soon as practicable but not later than five (5) Working Days from the date of receipt of the Customer's notice; and/or
 - (b) itself restore or procure the restoration of Customer Data, and shall be repaid by the Supplier any reasonable expenses incurred in doing so to the extent and in accordance with the requirements specified in Call Off Schedule 8 (Business Continuity and Disaster Recovery) or as otherwise required by the Customer.

34.3 Confidentiality

34.3.1 For the purposes of Clause 34.3, the term “**Disclosing Party**” shall mean a Party which discloses or makes available directly or indirectly its Confidential Information and “**Recipient**” shall mean the Party which receives or obtains directly or indirectly Confidential Information.

34.3.2 Except to the extent set out in Clause 34.3 or where disclosure is expressly permitted elsewhere in this Call Off Contract, the Recipient shall:

- (a) treat the Disclosing Party's Confidential Information as confidential and keep it in secure custody (which is appropriate depending upon the form in which such materials are stored and the nature of the Confidential Information contained in those materials); and
- (b) not disclose the Disclosing Party's Confidential Information to any other person except as expressly set out in this Call Off Contract or without obtaining the owner's prior written consent;
- (c) not use or exploit the Disclosing Party's Confidential Information in any way except for the purposes anticipated under this Call Off Contract; and
- (d) immediately notify the Disclosing Party if it suspects or becomes aware of any unauthorised access, copying, use or disclosure in any form of any of the Disclosing Party's Confidential Information.

34.3.3 The Recipient shall be entitled to disclose the Confidential Information of the Disclosing Party where:

- (a) the Recipient is required to disclose the Confidential Information by Law, provided that Clause 34.5 (Freedom of Information) shall apply to disclosures required under the FOIA or the EIRs;
- (b) the need for such disclosure arises out of or in connection with:
 - (i) any legal challenge or potential legal challenge against the Customer arising out of or in connection with this Call Off Contract;
 - (ii) the examination and certification of the Customer's accounts (provided that the disclosure is made on a confidential basis) or for any examination pursuant to Section 6(1) of the National Audit Act 1983 of the economy, efficiency and effectiveness with which the Customer is making use of any Goods and/or Services provided under this Call Off Contract; or
 - (iii) the conduct of a Central Government Body review in respect of this Call Off Contract; or
- (c) the Recipient has reasonable grounds to believe that the Disclosing Party is involved in activity that may constitute a

criminal offence under the Bribery Act 2010 and the disclosure is being made to the Serious Fraud Office.

- 34.3.4 If the Recipient is required by Law to make a disclosure of Confidential Information, the Recipient shall as soon as reasonably practicable and to the extent permitted by Law notify the Disclosing Party of the full circumstances of the required disclosure including the relevant Law and/or regulatory body requiring such disclosure and the Confidential Information to which such disclosure would apply.
- 34.3.5 Subject to Clause 34.3.2, the Supplier may only disclose the Confidential Information of the Customer on a confidential basis to:
- (a) Supplier Personnel who are directly involved in the provision of the Services and need to know the Confidential Information to enable performance of the Suppliers obligations under this Call Off Contract; and
 - (b) its professional advisers for the purposes of obtaining advice in relation to this Call Off Contract.
- 34.3.6 Where the Supplier discloses Confidential Information of the Customer pursuant to Clause 34.3.5, it shall remain responsible at all times for compliance with the confidentiality obligations set out in this Call Off Contract by the persons to whom disclosure has been made.
- 34.3.7 The Customer may disclose the Confidential Information of the Supplier:
- (a) to any Central Government Body on the basis that the information may only be further disclosed to Central Government Bodies;
 - (b) to the British Parliament and any committees of the British Parliament or if required by any British Parliamentary reporting requirement;
 - (c) to the extent that the Customer (acting reasonably) deems disclosure necessary or appropriate in the course of carrying out its public functions;
 - (d) on a confidential basis to a professional adviser, consultant, supplier or other person engaged by any of the entities described in Clause 34.3.7(a) (including any benchmarking organisation) for any purpose relating to or connected with this Call Off Contract;
 - (e) on a confidential basis for the purpose of the exercise of its rights under this Call Off Contract; or
 - (f) to a proposed transferee, assignee or novatee of, or successor in title to the Customer,

and for the purposes of the foregoing, references to disclosure on a confidential basis shall mean disclosure subject to a confidentiality agreement or arrangement containing terms no less stringent than those placed on the Customer under Clause 34.3.

- 34.3.8 Nothing in Clause 34.3 shall prevent a Recipient from using any techniques, ideas or Know-How gained during the performance of this Call Off Contract in the course of its normal business to the extent that

this use does not result in a disclosure of the Disclosing Party's Confidential Information or an infringement of Intellectual Property Rights.

34.3.9 In the event that the Supplier fails to comply with Clauses 34.3.2 to 34.3.5, the Customer reserves the right to terminate this Call Off Contract for material Default.

34.4 **Transparency**

34.4.1 The Parties acknowledge and agree that, except for any information which is exempt from disclosure in accordance with the provisions of the FOIA, the content of this Call Off Contract and any Transparency Reports under it is not Confidential Information and shall be made available in accordance with the procurement policy note 13/15 https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/458554/Procurement_Policy_Note_13_15.pdf and the Transparency Principles referred to therein. The Customer shall determine whether any of the content of this Call Off Contract is exempt from disclosure in accordance with the provisions of the FOIA. The Customer may consult with the Supplier to inform its decision regarding any redactions but shall have the final decision in its absolute discretion.

34.4.2 Notwithstanding any other provision of this Call Off Contract, the Supplier hereby gives his consent for the Customer to publish this Call Off Contract in its entirety (but with any information which is exempt from disclosure in accordance with the provisions of the FOIA redacted), including any changes to this Call Off Contract agreed from time to time.

34.4.3 The Supplier shall assist and cooperate with the Customer to enable the Customer to publish this Call Off Contract.

34.5 **Freedom of Information**

34.5.1 The Supplier acknowledges that the Customer is subject to the requirements of the FOIA and the EIRs. The Supplier shall:

- (a) provide all necessary assistance and cooperation as reasonably requested by the Customer to enable the Customer to comply with its Information disclosure obligations under the FOIA and EIRs;
- (b) transfer to the Customer all Requests for Information relating to this Call Off Contract that it receives as soon as practicable and in any event within two (2) Working Days of receipt;
- (c) provide the Customer with a copy of all Information belonging to the Customer requested in the Request for Information which is in its possession or control in the form that the Customer requires within five (5) Working Days (or such other period as the Customer may reasonably specify) of the Customer's request for such Information; and
- (d) not respond directly to a Request for Information unless authorised in writing to do so by the Customer.

34.5.2 The Supplier acknowledges that the Customer may be required under the FOIA and EIRs to disclose Information (including Commercially

Sensitive Information) without consulting or obtaining consent from the Supplier. The Customer shall take reasonable steps to notify the Supplier of a Request for Information (in accordance with the Secretary of State's Section 45 Code of Practice on the Discharge of the Functions of Public Authorities under Part 1 of the FOIA) to the extent that it is permissible and reasonably practical for it to do so but (notwithstanding any other provision in this Call Off Contract) the Customer shall be responsible for determining in its absolute discretion whether any Commercially Sensitive Information and/or any other information is exempt from disclosure in accordance with the FOIA and/or the EIRs.

34.6 **Protection of Personal Data**

34.6.1 Where any Personal Data are Processed in connection with the exercise of the Parties' rights and obligations under this Call Off Contract, the Parties acknowledge that the Customer is the Data Controller and that the Supplier is the Data Processor.

34.6.2 The Supplier shall:

- (a) Process the Personal Data only in accordance with instructions from the Customer to perform its obligations under this Call Off Contract;
- (b) ensure that at all times it has in place appropriate technical and organisational measures to guard against unauthorised or unlawful Processing of the Personal Data and/or accidental loss, destruction, or damage to the Personal Data, including the measures as are set out in Clauses 34.1 (Security Requirements) and 34.2 (Protection of Customer Data);
- (c) not disclose or transfer the Personal Data to any third party or Supplier Personnel unless necessary for the provision of the Services and, for any disclosure or transfer of Personal Data to any third party, obtain the prior written consent of the Customer (save where such disclosure or transfer is specifically authorised under this Call Off Contract)
- (d) take reasonable steps to ensure the reliability and integrity of any Supplier Personnel who have access to the Personal Data and ensure that the Supplier Personnel:
 - (i) are aware of and comply with the Suppliers duties under Clause 34.6.2 and Clauses 34.1 (Security Requirements), 34.2 (Protection of Customer Data) and 34.3 (Confidentiality);
 - (ii) are informed of the confidential nature of the Personal Data and do not publish, disclose or divulge any of the Personal Data to any third party unless directed in writing to do so by the Customer or as otherwise permitted by this Call Off Contract; and
 - (iii) have undergone adequate training in the use, care, protection and handling of personal data (as defined in the DPA);
- (e) notify the Customer within five (5) Working Days if it receives:

- (i) from a Data Subject (or third party on their behalf) a Data Subject Access Request (or purported Data Subject Access Request) a request to rectify, block or erase any Personal Data or any other request, complaint or communication relating to the Customer's obligations under the DPA;
 - (ii) any communication from the Information Commissioner or any other regulatory authority in connection with Personal Data; or
 - (iii) a request from any third party for disclosure of Personal Data where compliance with such request is required or purported to be required by Law;
- (f) provide the Customer with full cooperation and assistance (within the timescales reasonably required by the Customer) in relation to any complaint, communication or request made (as referred to at Clause 34.6.2(e)), including by promptly providing:
 - (i) the Customer with full details and copies of the complaint, communication or request;
 - (ii) where applicable, such assistance as is reasonably requested by the Customer to enable the Customer to comply with the Data Subject Access Request within the relevant timescales set out in the DPA; and
 - (iii) the Customer, on request by the Customer, with any Personal Data it holds in relation to a Data Subject; and
- (g) if requested by the Customer, provide a written description of the measures that has taken and technical and organisational security measures in place, for the purpose of compliance with its obligations pursuant to Clause 34.6.2 and provide to the Customer copies of all documentation relevant to such compliance including, protocols, procedures, guidance, training and manuals.

34.6.3 The Supplier shall not Process or otherwise transfer any Personal Data in or to any country outside the European Economic Area or any country which is not determined to be adequate by the European Commission pursuant to Article 25(6) of Directive 95/46/EC (together “**Restricted Countries**”). If, after the Call Off Commencement Date, the Supplier or any Sub-Contractor wishes to Process and/or transfer any Personal Data in or to any outside the European Economic Area, the following provisions shall apply:

- (a) the Supplier shall propose a Variation to the Customer which, if it is agreed by the Customer, shall be dealt with in accordance with the Variation Procedure and Clauses 34.6.3(b) to 34.6.3(c);
- (b) the Supplier shall set out in its proposal to the Customer for a Variation details of the following:
 - (i) the Personal Data which will be transferred to and/or Processed in or to any Restricted Countries;

- (ii) the Restricted Countries to which the Personal Data will be transferred and/or Processed; and
 - (iii) any Sub-Contractors or other third parties who will be Processing and/or receiving Personal Data in Restricted Countries;
 - (iv) how the Supplier will ensure an adequate level of protection and adequate safeguards in respect of the Personal Data that will be Processed in and/or transferred to Restricted Countries so as to ensure the Customer's compliance with the DPA;
- (c) in providing and evaluating the Variation, the Parties shall ensure that they have regard to and comply with then-current Customer, Central Government Bodies and Information Commissioner Office policies, procedures, guidance and codes of practice on, and any approvals processes in connection with, the Processing in and/or transfers of Personal Data to any Restricted Countries; and
- (d) the Supplier shall comply with such other instructions and shall carry out such other actions as the Customer may notify in writing, including:
- (i) incorporating standard and/or model clauses (which are approved by the European Commission as offering adequate safeguards under the DPA) into this Call Off Contract or a separate data processing agreement between the Parties; and
 - (ii) procuring that any Sub-Contractor or other third party who will be Processing and/or receiving or accessing the Personal Data in any Restricted Countries either enters into:
 - (A) a direct data processing agreement with the Customer on such terms as may be required by the Customer; or
 - (B) a data processing agreement with the Supplier on terms which are equivalent to those agreed between the Customer and the Sub-Contractor relating to the relevant Personal Data transfer, and
 - (iii) in each case which the Supplier acknowledges may include the incorporation of model contract provisions (which are approved by the European Commission as offering adequate safeguards under the DPA) and technical and organisation measures which the Customer deems necessary for the purpose of protecting Personal Data.

34.6.4 The Supplier shall use its reasonable endeavours to assist the Customer to comply with any obligations under the DPA and shall not perform its obligations under this Call Off Contract in such a way as to cause the Customer to breach any of the Customer's obligations under the DPA to the extent the Supplier is aware, or ought reasonably to have been aware, that the same would be a breach of such obligations.

35. PUBLICITY AND BRANDING

- 35.1 The Supplier shall not:
- 35.1.1 make any press announcements or publicise this Call Off Contract in any way; or
 - 35.1.2 use the Customer's name or brand in any promotion or marketing or announcement of orders,
 - 35.1.3 without Approval (the decision of the Customer to Approve or not shall not be unreasonably withheld or delayed).
- 35.2 Each Party acknowledges to the other that nothing in this Call Off Contract either expressly or by implication constitutes an endorsement of any products or services of the other Party (including the Services and Supplier Equipment) and each Party agrees not to conduct itself in such a way as to imply or express any such approval or endorsement.

I. LIABILITY AND INSURANCE

36. LIABILITY

- 36.1 Unlimited Liability
- 36.1.1 Neither Party excludes or limits its liability for:
- (a) death or personal injury caused by its negligence, or that of its employees, agents or Sub-Contractors (as applicable);
 - (b) bribery or Fraud by it or its employees;
 - (c) breach of any obligation as to title implied by section 12 of the Sale of Goods Act 1979 or section 2 of the Supply of Goods and Services Act 1982; or
 - (d) any liability to the extent it cannot be excluded or limited by Law.
- 36.1.2 The Supplier does not exclude or limit its liability in respect of the indemnity in Clauses 33.9 (IPR Indemnity) and in each case whether before or after the making of a demand pursuant to the indemnity therein.
- 36.2 Financial Limits
- 36.2.1 Subject to Clause 36.1 (Unlimited Liability), the Suppliers total aggregate liability:
- (a) in respect of all:
 - (i) Service Credits; and
 - (ii) Compensation for Critical Service Level Failure; incurred in any rolling period of twelve (12) Months shall be subject in aggregate to the Service Credit Cap;
 - (b) in respect of all other Losses incurred by the Customer under or in connection with this Call Off Contract as a result of Defaults by the Supplier shall in no event exceed:
 - (i) in relation to any Defaults occurring from the Call Off Commencement Date to the end of the first Call Off

Contract Year, a sum equal to one hundred and twenty five percent (125%) of the Estimated Year 1 Call Off Contract Charges;

- (ii) in relation to any Defaults occurring in each subsequent Call Off Contract Year that commences during the remainder of the Call Off Contract Period, a sum equal to one hundred and twenty five percent (125%) of the Call Off Contract Charges payable to the Supplier under this Call Off Contract in the previous Call Off Contract Year; and
- (iii) in relation to any Defaults occurring in each Call Off Contract Year that commences after the end of the Call Off Contract Period a sum equal to one hundred and twenty five percent (125%) of the Call Off Contract Charges payable to the Supplier under this Call Off Contract in the last Call Off Contract Year commencing during the Call Off Contract Period;

unless the Customer has specified different financial limits in the Call Off Order Form.

36.2.2 Subject to Clauses 36.1 (Unlimited Liability) and 36.2 (Financial Limits) and without prejudice to its obligation to pay the undisputed Call Off Contract Charges as and when they fall due for payment, the Customer's total aggregate liability in respect of all Losses as a result of Customer Causes shall be limited to:

- (a) in relation to any Customer Causes occurring from the Call Off Commencement Date to the end of the first Call Off Contract Year, a sum equal to the Estimated Year 1 Call Off Contract Charges;
- (b) in relation to any Customer Causes occurring in each subsequent Call Off Contract Year that commences during the remainder of the Call Off Contract Period, a sum equal to the Call Off Contract Charges payable to the Supplier under this Call Off Contract in the previous Call Off Contract Year; and
- (c) in relation to any Customer Causes occurring in each Call Off Contract Year that commences after the end of the Call Off Contract Period, a sum equal to the Call Off Contract Charges payable to the Supplier under this Call Off Contract in the last Call Off Contract Year commencing during the Call Off Contract Period.

36.3 Non-recoverable Losses

36.3.1 Subject to Clause 36.1 (Unlimited Liability) neither Party shall be liable to the other Party for any:

- (a) indirect, special or consequential Loss;
- (b) loss of profits, turnover, savings, business opportunities or damage to goodwill (in each case whether direct or indirect).

36.4 Recoverable Losses

36.4.1 Subject to Clause 36.2 (Financial Limits), and notwithstanding Clause 36.3 (Non-recoverable Losses), the Supplier acknowledges that the

Customer may, amongst other things, recover from the Supplier the following Losses incurred by the Customer to the extent that they arise as a result of a Default by the Supplier:

- (a) any additional operational and/or administrative costs and expenses incurred by the Customer, including costs relating to time spent by or on behalf of the Customer in dealing with the consequences of the Default;
- (b) any wasted expenditure or charges;
- (c) the additional cost of procuring Replacement Goods and/or Services for the remainder of the Call Off Contract Period and/or replacement Deliverables, which shall include any incremental costs associated with such Replacement Goods and/or Services and/or replacement Deliverables above those which would have been payable under this Call Off Contract;
- (d) any compensation or interest paid to a third party by the Customer; and
- (e) any fine, penalty or costs incurred by the Customer pursuant to Law.

36.5 Miscellaneous

- 36.5.1 Each Party shall use all reasonable endeavours to mitigate any loss or damage suffered arising out of or in connection with this Call Off Contract.
- 36.5.2 Any Deductions shall not be taken into consideration when calculating the Suppliers liability under Clause 36.2 (Financial Limits).
- 36.5.3 Subject to any rights of the Customer under this Call Off Contract (including in respect of an IPR Claim), any claims by a third party where an indemnity is sought by that third party from a Party to this Call Off Contract shall be dealt with in accordance with the provisions of Framework Schedule 20 (Conduct of Claims).

37. INSURANCE

- 37.1 This Clause 37 will only apply where specified in the Call Off Order Form or elsewhere in this Call Off Contract.
- 37.2 Notwithstanding any benefit to the Customer of the policy or policies of insurance referred to in Clause 31 (Insurance) of the Framework Agreement, the Supplier shall effect and maintain such further policy or policies of insurance or extensions to such existing policy or policies of insurance procured under the Framework Agreement in respect of all risks which may be incurred by the Supplier arising out of its performance of its obligations under this Call Off Contract.
- 37.3 Without limitation to the generality of Clause 37.2 the Supplier shall ensure that it maintains the policy or policies of insurance as stipulated in the Call Off Order Form.
- 37.4 The Supplier shall effect and maintain the policy or policies of insurance referred to in Clause 37 for six (6) years after the Call Off Expiry Date.
- 37.5 The Supplier shall give the Customer, on request, copies of all insurance policies referred to in Clause 37 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.

- 37.6 If, for whatever reason, the Supplier fails to give effect to and maintain the insurance policies required under Clause 37 the Customer may make alternative arrangements to protect its interests and may recover the premium and other costs of such arrangements as a debt due from the Supplier.
- 37.7 The provisions of any insurance or the amount of cover shall not relieve the Supplier of any liability under this Call Off Contract. It shall be the responsibility of the Supplier to determine the amount of insurance cover that will be adequate to enable the Supplier to satisfy any liability in relation to the performance of its obligations under this Call Off Contract.
- 37.8 The Supplier shall ensure that nothing is done which would entitle the relevant insurer to cancel, rescind or suspend any insurance or cover, or to treat any insurance, cover or claim as voided in whole or part. The Supplier shall use all reasonable endeavours to notify the Customer (subject to third party confidentiality obligations) as soon as practicable when it becomes aware of any relevant fact, circumstance or matter which has caused, or is reasonably likely to provide grounds to, the relevant insurer to give notice to cancel, rescind, suspend or void any insurance, or any cover or claim under any insurance in whole or in part.

J. **REMEDIES AND RELIEF**

38. CUSTOMER REMEDIES FOR DEFAULT

38.1 Remedies

38.1.1 Without prejudice to any other right or remedy of the Customer howsoever arising (including under Call Off Schedule 6 (Service Levels, Service Credits and Performance Monitoring)) and subject to the exclusive financial remedy provisions in Clauses 13.6 (Service Levels and Service Credits) and 6.4.1(b) (Delay Payments), if the Supplier commits any Default of this Call Off Contract then the Customer may (whether or not any part of the Services have been Delivered) do any of the following:

- (a) at the Customer's option, give the Supplier the opportunity (at the Suppliers expense) to remedy the Default together with any damage resulting from such Default (where such Default is capable of remedy) or to supply Replacement Goods and/or Services and carry out any other necessary work to ensure that the terms of this Call Off Contract are fulfilled, in accordance with the Customer's instructions;
- (b) carry out, at the Suppliers expense, any work necessary to make the provision of the Services comply with this Call Off Contract;
- (c) if the Default is a material Default that is capable of remedy (and for these purposes a material Default may be a single material Default or a number of Defaults or repeated Defaults - whether of the same or different obligations and regardless of whether such Defaults are remedied - which taken together constitute a material Default):

- (i) instruct the Supplier to comply with the Rectification Plan Process;
- (ii) suspend this Call Off Contract (whereupon the relevant provisions of Clause 44 (Partial Termination, Suspension and Partial Suspension) shall apply) and step-in to itself supply or procure a third party to supply (in whole or in part) the Services;
- (iii) without terminating or suspending the whole of this Call Off Contract, terminate or suspend this Call Off Contract in respect of part of the provision of the Services only (whereupon the relevant provisions of Clause 44 (Partial Termination, Suspension and Partial Suspension) shall apply) and step-in to itself supply or procure a third party to supply (in whole or in part) such part of the Good and/or Services;

38.1.2 Where the Customer exercises any of its step-in rights under Clauses 38.1.1(c)(ii) or 38.1.1(c)(iii), the Customer shall have the right to charge the Supplier for and the Supplier shall on demand pay any costs reasonably incurred by the Customer (including any reasonable administration costs) in respect of the supply of any part of the Services by the Customer or a third party and provided that the Customer uses its reasonable endeavours to mitigate any additional expenditure in obtaining Replacement Goods and/or Replacement Goods and/or Services.

38.2 Rectification Plan Process

38.2.1 Where the Customer has instructed the Supplier to comply with the Rectification Plan Process pursuant to Clause 38.1.1(c)(i):

- (a) the Supplier shall submit a draft Rectification Plan to the Customer for it to review as soon as possible and in any event within 10 (ten) Working Days (or such other period as may be agreed between the Parties) from the date of Customer's instructions. The Supplier shall submit a draft Rectification Plan even if the Supplier disputes that it is responsible for the Default giving rise to the Customer's request for a draft Rectification Plan.
- (b) the draft Rectification Plan shall set out:
 - (i) full details of the Default that has occurred, including a cause analysis;
 - (ii) the actual or anticipated effect of the Default; and
 - (iii) the steps which the Supplier proposes to take to rectify the Default (if applicable) and to prevent such Default from recurring, including timescales for such steps and for the rectification of the Default (where applicable).

38.2.2 The Supplier shall promptly provide to the Customer any further documentation that the Customer requires to assess the Suppliers root cause analysis. If the Parties do not agree on the root cause set out in the draft Rectification Plan, either Party may refer the matter to be determined by an expert in accordance with paragraph 5 of Call Off Schedule 11 (Dispute Resolution Procedure).

- 38.2.3 The Customer may reject the draft Rectification Plan by notice to the Supplier if, acting reasonably, it considers that the draft Rectification Plan is inadequate, for example because the draft Rectification Plan:
- (a) is insufficiently detailed to be capable of proper evaluation;
 - (b) will take too long to complete;
 - (c) will not prevent reoccurrence of the Default; and/or
 - (d) will rectify the Default but in a manner which is unacceptable to the Customer.
- 38.2.4 The Customer shall notify the Supplier whether it consents to the draft Rectification Plan as soon as reasonably practicable. If the Customer rejects the draft Rectification Plan, the Customer shall give reasons for its decision and the Supplier shall take the reasons into account in the preparation of a revised Rectification Plan. The Supplier shall submit the revised draft of the Rectification Plan to the Customer for review within five (5) Working Days (or such other period as agreed between the Parties) of the Customer's notice rejecting the first draft.
- 38.2.5 If the Customer consents to the Rectification Plan, the Supplier shall immediately start work on the actions set out in the Rectification Plan.

39. SUPPLIER RELIEF DUE TO CUSTOMER CAUSE

39.1 If the Supplier has failed to:

- 39.1.1 Achieve a Milestone by its Milestone Date;
- 39.1.2 provide the Services in accordance with the Service Levels;
- 39.1.3 comply with its obligations under this Call Off Contract,
(each a "Supplier Non-Performance"),

and can demonstrate that the Supplier Non-Performance would not have occurred but for a Customer Cause, then (subject to the Supplier fulfilling its obligations in Clause 17 (Supplier Notification of Customer Cause)):

- (a) the Supplier shall not be treated as being in breach of this Call Off Contract to the extent the Supplier can demonstrate that the Supplier Non-Performance was caused by the Customer Cause;
- (b) the Customer shall not be entitled to exercise any rights that may arise as a result of that Supplier Non-Performance to terminate this Call Off Contract pursuant to Clause 41 (Customer Termination Rights) except Clause 41.7 (Termination Without Cause);
- (c) where the Supplier Non-Performance constitutes the failure to Achieve a Milestone by its Milestone Date:
 - (i) the Milestone Date shall be postponed by a period equal to the period of Delay that the Supplier can demonstrate was caused by the Customer Cause;
 - (ii) if the Customer, acting reasonably, considers it appropriate, the Implementation Plan shall be amended to reflect any consequential revisions required to subsequent Milestone Dates resulting from the Customer Cause;

- (iii) if failure to Achieve a Milestone attracts a Delay Payment, the Supplier shall have no liability to pay any such Delay Payment associated with the Milestone to the extent that the Supplier can demonstrate that such failure was caused by the Customer Cause; and/or
 - (d) where the Supplier Non-Performance constitutes a Service Level Failure:
 - (i) the Supplier shall not be liable to accrue Service Credits;
 - (ii) the Customer shall not be entitled to any Compensation for Critical Service Level Failure pursuant to Clause 14 (Critical Service Level Failure); and
 - (iii) the Supplier shall be entitled to invoice for the Call Off Contract Charges for the provision of the relevant Goods and/or Services affected by the Customer Cause,

in each case, to the extent that the Supplier can demonstrate that the Service Level Failure was caused by the Customer Cause.

39.2 In order to claim any of the rights and/or relief referred to in Clause 39.1, the Supplier shall:

 - 39.2.1 comply with its obligations under Clause 17 (Notification of Customer Cause); and
 - 39.2.2 within ten (10) Working Days of becoming aware that a Customer Cause has caused, or is likely to cause, a Supplier Non-Performance, give the Customer notice (a “**Relief Notice**”) setting out details of:
 - (a) the Supplier Non-Performance;
 - (b) the Customer Cause and its effect on the Suppliers ability to meet its obligations under this Call Off Contract; and
 - (c) the relief claimed by the Supplier.

39.3 Following the receipt of a Relief Notice, the Customer shall as soon as reasonably practicable consider the nature of the Supplier Non-Performance and the alleged Customer Cause and whether it agrees with the Suppliers assessment set out in the Relief Notice as to the effect of the relevant Customer Cause and its entitlement to relief, consulting with the Supplier where necessary.

39.4 Without prejudice to Clauses 8.6 (Continuing obligation to provide the Services) and 9.11 (Continuing obligation to provide the Goods), if a Dispute arises as to:

 - 39.4.1 whether a Supplier Non-Performance would not have occurred but for a Customer Cause; and/or
 - 39.4.2 the nature and/or extent of the relief claimed by the Supplier,

either Party may refer the Dispute to the Dispute Resolution Procedure. Pending the resolution of the Dispute, both Parties shall continue to resolve the causes of, and mitigate the effects of, the Supplier Non-Performance.

39.5 Any Variation that is required to the Implementation Plan or to the Call Off Contract Charges pursuant to Clause 39 shall be implemented in accordance with the Variation Procedure.

40. FORCE MAJEURE

- 40.1 Subject to the remainder of Clause 40 (and, in relation to the Supplier, subject to its compliance with any obligations in Clause 15 (Business Continuity and Disaster Recovery)), a Party may claim relief under Clause 40 from liability for failure to meet its obligations under this Call Off Contract for as long as and only to the extent that the performance of those obligations is directly affected by a Force Majeure Event. Any failure or delay by the Supplier in performing its obligations under this Call Off Contract which results from a failure or delay by an agent, Sub-Contractor or supplier shall be regarded as due to a Force Majeure Event only if that agent, Sub-Contractor or supplier is itself impeded by a Force Majeure Event from complying with an obligation to the Supplier.
- 40.2 The Affected Party shall as soon as reasonably practicable issue a Force Majeure Notice, which shall include details of the Force Majeure Event, its effect on the obligations of the Affected Party and any action the Affected Party proposes to take to mitigate its effect.
- 40.3 If the Supplier is the Affected Party, it shall not be entitled to claim relief under Clause 40 to the extent that consequences of the relevant Force Majeure Event:
- 40.3.1 are capable of being mitigated by any of the provision of any Goods and/or Services, including any BCDR Goods and/or Services, but the Supplier has failed to do so; and/or
- 40.3.2 should have been foreseen and prevented or avoided by a prudent provider of goods and/or services similar to the Services, operating to the standards required by this Call Off Contract.
- 40.4 Subject to Clause 40.5, as soon as practicable after the Affected Party issues the Force Majeure Notice, and at regular intervals thereafter, the Parties shall consult in good faith and use reasonable endeavours to agree any steps to be taken and an appropriate timetable in which those steps should be taken, to enable continued provision of the Services affected by the Force Majeure Event.
- 40.5 The Parties shall at all times following the occurrence of a Force Majeure Event and during its subsistence use their respective reasonable endeavours to prevent and mitigate the effects of the Force Majeure Event. Where the Supplier is the Affected Party, it shall take all steps in accordance with Good Industry Practice to overcome or minimise the consequences of the Force Majeure Event.
- 40.6 Where, as a result of a Force Majeure Event:
- 40.6.1 an Affected Party fails to perform its obligations in accordance with this Call Off Contract, then during the continuance of the Force Majeure Event:
- (a) the other Party shall not be entitled to exercise any rights to terminate this Call Off Contract in whole or in part as a result of such failure unless the provision of the Services is materially impacted by a Force Majeure Event which endures for a continuous period of more than ninety (90) days; and
- (b) the Supplier shall not be liable for any Default and the Customer shall not be liable for any Customer Cause arising as a result of such failure;
- 40.6.2 the Supplier fails to perform its obligations in accordance with this Call Off Contract:

- (a) the Customer shall not be entitled:
 - (i) during the continuance of the Force Majeure Event to exercise its step-in rights under Clause 38.1.1(b) and 38.1.1(c) (Customer Remedies for Default) as a result of such failure;
 - (ii) to receive Delay Payments pursuant to Clause 6.4 (Delay Payments) to the extent that the Achievement of any Milestone is affected by the Force Majeure Event; and
 - (iii) to receive Service Credits or withhold and retain any of the Call Off Contract Charges as Compensation for Critical Service Level Failure pursuant to Clause 14 (Critical Service Level Failure) to the extent that a Service Level Failure or Critical Service Level Failure has been caused by the Force Majeure Event; and
 - (b) the Supplier shall be entitled to receive payment of the Call Off Contract Charges (or a proportional payment of them) only to the extent that the Services (or part of the Services) continue to be provided in accordance with the terms of this Call Off Contract during the occurrence of the Force Majeure Event.
- 40.7 The Affected Party shall notify the other Party as soon as practicable after the Force Majeure Event ceases or no longer causes the Affected Party to be unable to comply with its obligations under this Call Off Contract.
- 40.8 Relief from liability for the Affected Party under Clause 40 shall end as soon as the Force Majeure Event no longer causes the Affected Party to be unable to comply with its obligations under this Call Off Contract and shall not be dependent on the serving of notice under Clause 40.7.

K. TERMINATION AND EXIT MANAGEMENT

41. CUSTOMER TERMINATION RIGHTS

41.1 Termination in Relation to Call Off Guarantee

41.1.1 Where this Call Off Contract is conditional upon the Supplier procuring a Call Off Guarantee pursuant to Clause 4 (Call Off Guarantee), the Customer may terminate this Call Off Contract by issuing a Termination Notice to the Supplier where:

- (a) the Call Off Guarantor withdraws the Call Off Guarantee for any reason whatsoever;
- (b) the Call Off Guarantor is in breach or anticipatory breach of the Call Off Guarantee;
- (c) an Insolvency Event occurs in respect of the Call Off Guarantor; or
- (d) the Call Off Guarantee becomes invalid or unenforceable for any reason whatsoever,

and in each case the Call Off Guarantee (as applicable) is not replaced by an alternative guarantee agreement acceptable to the Customer; or

- (e) the Supplier fails to provide the documentation required by Clause 4.1 by the date so specified by the Customer.

41.2 Termination on Material Default

41.2.1 The Customer may terminate this Call Off Contract for material Default by issuing a Termination Notice to the Supplier where:

- (a) the Supplier commits a Critical Service Level Failure;
- (b) the representation and warranty given by the Supplier pursuant to Clause 3.2.5 (Representations and Warranties) is materially untrue or misleading, and the Supplier fails to provide details of proposed mitigating factors which in the reasonable opinion of the Customer are acceptable;
- (c) as a result of any Defaults, the Customer incurs Losses in any Contract Year which exceed 80% (unless stated differently in the Call Off Order Form) of the value of the Suppliers aggregate annual liability limit for that Contract Year as set out in Clauses 36.2.1(a) and 36.2.1(b) (Liability);
- (d) the Customer expressly reserves the right to terminate this Call Off Contract for material Default, including pursuant to any of the following Clauses: 6.2.3 (Implementation Plan), 8.4.2 (Services), 9.4.2 and 9.6.1 (Goods), 10.3 (Installation Works), 14.1 (Critical Service Level Failure), 16.4 (Disruption), 21.5 (Records and Audit Access), 24 (Promoting Tax Compliance), 34.3.9 (Confidentiality), 50.6.2 (Prevention of Fraud and Bribery), Paragraph 1.2.4 of the Annex to Part A and Paragraph 1.2.4 of the Annex to Part B of Call Off Schedule 10 (Staff Transfer);
- (e) the Supplier commits any material Default of this Call Off Contract which is not, in the reasonable opinion of the Customer, capable of remedy; and/or
- (f) the Supplier commits a Default, including a material Default, which in the opinion of the Customer is remediable but has not remedied such Default to the satisfaction of the Customer in accordance with the Rectification Plan Process.

41.2.2 For the purpose of Clause 41.2.1, a material Default may be a single material Default or a number of Defaults or repeated Defaults (whether of the same or different obligations and regardless of whether such Defaults are remedied) which taken together constitute a material Default.

41.3 Termination in Relation to Financial Standing

41.3.1 The Customer may terminate this Call Off Contract by issuing a Termination Notice to the Supplier where in the reasonable opinion of the Customer there is a material detrimental change in the financial standing and/or the credit rating of the Supplier which:

- (a) adversely impacts on the Suppliers ability to supply the Services under this Call Off Contract; or
- (b) could reasonably be expected to have an adverse impact on the Suppliers ability to supply the Services under this Call Off Contract.

- 41.4 Termination on Insolvency
- 41.4.1 The Customer may terminate this Call Off Contract by issuing a Termination Notice to the Supplier where an Insolvency Event affecting the Supplier occurs.
- 41.5 Termination on Change of Control
- 41.5.1 The Supplier shall notify the Customer immediately in writing and as soon as the Supplier is aware (or ought reasonably to be aware) that it is anticipating, undergoing, undergoes or has undergone a Change of Control and provided such notification does not contravene any Law.
- 41.5.2 The Supplier shall ensure that any notification made pursuant to Clause 41.5.1 shall set out full details of the Change of Control including the circumstances suggesting and/or explaining the Change of Control.
- 41.5.3 The Customer may terminate this Call Off Contract by issuing a Termination Notice under Clause 41.5 to the Supplier within six (6) Months of:
- (a) being notified in writing that a Change of Control is anticipated or in contemplation or has occurred; or
 - (b) where no notification has been made, the date that the Customer becomes aware that a Change of Control is anticipated or is in contemplation or has occurred,
- but shall not be permitted to terminate where an Approval was granted prior to the Change of Control.
- 41.6 Termination for breach of Regulations
- 41.6.1 The Customer may terminate this Call Off Contract by issuing a Termination Notice to the Supplier on the occurrence of any of the statutory provisos contained in Regulation 73 (1) (a) to (c).
- 41.7 Termination Without Cause
- 41.7.1 The Customer shall have the right to terminate this Call Off Contract at any time by issuing a Termination Notice to the Supplier giving at least thirty (30) Working Days written notice (unless stated differently in the Call Off Order Form).
- 41.8 Termination in Relation to Framework Agreement
- 41.8.1 The Customer may terminate this Call Off Contract by issuing a Termination Notice to the Supplier if the Framework Agreement is terminated for any reason whatsoever.
- 41.9 Termination In Relation to Benchmarking
- 41.9.1 The Customer may terminate this Call Off Contract by issuing a Termination Notice to the Supplier if the Supplier refuses or fails to comply with its obligations as set out in paragraphs 1 and 2 of Framework Schedule 12 (Continuous Improvement and Benchmarking).
- 41.10 Termination in Relation to Variation
- 41.10.1 The Customer may terminate this Call Off Contract by issuing a Termination Notice to the Supplier for failure of the Parties to agree or the Supplier to implement a Variation in accordance with the Variation Procedure.

42. SUPPLIER TERMINATION RIGHTS

42.1 Termination on Customer Cause for Failure to Pay

42.1.1 The Supplier may, by issuing a Termination Notice to the Customer, terminate this Call Off Contract if the Customer fails to pay an undisputed sum due to the Supplier under this Call Off Contract which in aggregate exceeds an amount equal to one month's average Call Off Contract Charges (unless a different amount has been specified in the Call Off Order Form), for the purposes of this Clause 42.1.1 (the "**Undisputed Sums Limit**"), and the said undisputed sum due remains outstanding for thirty (30) Working Days (the "**Undisputed Sums Time Period**") after the receipt by the Customer of a written notice of non-payment from the Supplier specifying:

- (a) the Customer's failure to pay; and
- (b) the correct overdue and undisputed sum; and
- (c) the reasons why the undisputed sum is due; and
- (d) the requirement on the Customer to remedy the failure to pay; and

this Call Off Contract shall then terminate on the date specified in the Termination Notice (which shall not be less than twenty (20) Working Days from the date of the issue of the Termination Notice), save that such right of termination shall not apply where the failure to pay is due to the Customer exercising its rights under this Call Off Contract including Clause 23.3 (Retention and Set off).

42.1.2 The Supplier shall not suspend the supply of the Services for failure of the Customer to pay undisputed sums of money (whether in whole or in part).

43. TERMINATION BY EITHER PARTY

43.1 Termination for continuing Force Majeure Event

43.1.1 Either Party may, by issuing a Termination Notice to the other Party, terminate this Call Off Contract in accordance with Clause 40.6.1(a) (Force Majeure).

44. PARTIAL TERMINATION, SUSPENSION AND PARTIAL SUSPENSION

44.1 Where the Customer has the right to terminate this Call Off Contract, the Customer shall be entitled to terminate or suspend all or part of this Call Off Contract provided always that, if the Customer elects to terminate or suspend this Call Off Contract in part, the parts of this Call Off Contract not terminated or suspended can, in the Customer's reasonable opinion, operate effectively to deliver the intended purpose of the surviving parts of this Call Off Contract.

44.2 Any suspension of this Call Off Contract under Clause 44.1 shall be for such period as the Customer may specify and without prejudice to any right of termination which has already accrued, or subsequently accrues, to the Customer.

44.3 The Parties shall seek to agree the effect of any Variation necessitated by a partial termination, suspension or partial suspension in accordance with the Variation Procedure, including the effect that the partial termination,

suspension or partial suspension may have on the provision of any other Goods and/or Services and the Call Off Contract Charges, provided that the Supplier shall not be entitled to:

- 44.3.1 an increase in the Call Off Contract Charges in respect of the provision of the Services that have not been terminated if the partial termination arises due to the exercise of any of the Customer's termination rights under Clause 41 (Customer Termination Rights) except Clause 41.7 (Termination Without Cause); and
- 44.3.2 reject the Variation.

45. CONSEQUENCES OF EXPIRY OR TERMINATION

45.1 Consequences of termination under Clauses 41.1 (Termination in Relation to Guarantee), 41.2 (Termination on Material Default), 41.3 (Termination in Relation to Financial Standing), 41.8 (Termination in Relation to Framework Agreement), 41.9 (Termination in Relation to Benchmarking) and 41.10 (Termination in Relation to Variation)

45.1.1 Where the Customer:

- (a) terminates (in whole or in part) this Call Off Contract under any of the Clauses referred to in Clause 45.1; and
- (b) then makes other arrangements for the supply of the Services,

the Customer may recover from the Supplier the cost reasonably incurred of making those other arrangements and any additional expenditure incurred by the Customer throughout the remainder of the Call Off Contract Period provided that Customer shall take all reasonable steps to mitigate such additional expenditure. No further payments shall be payable by the Customer to the Supplier until the Customer has established the final cost of making those other arrangements.

45.2 Consequences of termination under Clauses 41.7 (Termination without Cause) and 42.1 (Termination on Customer Cause for Failure to Pay)

45.2.1 Where:

- (a) the Customer terminates (in whole or in part) this Call Off Contract under Clause 41.7 (Termination without Cause); or
- (b) the Supplier terminates this Call Off Contract pursuant to Clause 42.1 (Termination on Customer Cause for Failure to Pay),

the Customer shall indemnify the Supplier against any reasonable and proven Losses which would otherwise represent an unavoidable loss by the Supplier by reason of the termination of this Call Off Contract, provided that the Supplier takes all reasonable steps to mitigate such Losses. The Supplier shall submit a fully itemised and costed list of such Losses, with supporting evidence including such further evidence as the Customer may require, reasonably and actually incurred by the Supplier as a result of termination under Clause 41.7 (Termination without Cause).

45.2.2 The Customer shall not be liable under Clause 45.2.1 to pay any sum which:

- (a) was claimable under insurance held by the Supplier, and the

Supplier 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; or

- (b) when added to any sums paid or due to the Supplier under this Call Off Contract, exceeds the total sum that would have been payable to the Supplier if this Call Off Contract had not been terminated.

45.3 Consequences of termination under Clause 43.1 (Termination for Continuing Force Majeure Event)

45.3.1 The costs of termination incurred by the Parties shall lie where they fall if either Party terminates or partially terminates this Call Off Contract for a continuing Force Majeure Event pursuant to Clause 43.1 (Termination for Continuing Force Majeure Event).

45.4 Consequences of Termination for Any Reason

45.4.1 Save as otherwise expressly provided in this Call Off Contract:

- (a) termination or expiry of this Call Off Contract shall be without prejudice to any rights, remedies or obligations accrued under this Call Off Contract prior to termination or expiration and nothing in this Call Off Contract shall prejudice the right of either Party to recover any amount outstanding at the time of such termination or expiry; and
- (b) termination of this Call Off Contract shall not affect the continuing rights, remedies or obligations of the Customer or the Supplier under Clauses 21 (Records and Audit Access), 33 (Intellectual Property Rights), 34.3 (Confidentiality), 34.5 (Freedom of Information) 34.6 (Protection of Personal Data), 36 (Liability), 45 (Consequences of Expiry or Termination), 51 (Severance), 53 (Entire Agreement), 54 (Third Party Rights) 56 (Dispute Resolution) and 57 (Governing Law and Jurisdiction), and the provisions of Call Off Schedule 1 (Definitions), Call Off Schedule 3 (Call Off Contract Charges, Payment and Invoicing), Call Off Schedule 9 (Exit Management), Call Off Schedule 10 (Staff Transfer), Call Off Schedule 11 (Dispute Resolution Procedure) and, without limitation to the foregoing, any other provision of this Call Off Contract which expressly or by implication is to be performed or observed notwithstanding termination or expiry shall survive the Call Off Expiry Date.

45.5 Exit management

45.5.1 The Parties shall comply with the exit management provisions set out in Call Off Schedule 9 (Exit Management).

L. MISCELLANEOUS AND GOVERNING LAW

46. COMPLIANCE

46.1 Health and Safety

46.1.1 The Supplier shall perform its obligations under this Call Off Contract (including those in relation to the Services) in accordance with:

- (a) all applicable Law regarding health and safety; and
 - (b) the Customer's health and safety policy (as provided to the Supplier from time to time) whilst at the Customer Premises.
- 46.1.2 Each Party shall promptly notify the other of as soon as possible of any health and safety incidents or material health and safety hazards at the Customer Premises of which it becomes aware and which relate to or arise in connection with the performance of this Call Off Contract
- 46.1.3 While on the Customer Premises, the Supplier shall comply with any health and safety measures implemented by the Customer in respect of Supplier Personnel and other persons working there and any instructions from the Customer on any necessary associated safety measures.
- 46.2 Equality and Diversity
 - 46.2.1 The Supplier shall:
 - (a) perform its obligations under this Call Off Contract (including those in relation to provision of the Services) in accordance with:
 - (i) all applicable equality Law (whether in relation to race, sex, gender reassignment, religion or belief, disability, sexual orientation, pregnancy, maternity, age or otherwise); and
 - (ii) any other requirements and instructions which the Customer reasonably imposes in connection with any equality obligations imposed on the Customer at any time under applicable equality Law;
 - (b) take all necessary steps, and inform the Customer of the steps taken, to prevent unlawful discrimination designated as such by any court or tribunal, or the Equality and Human Rights Commission or (any successor organisation).
- 46.3 Official Secrets Act and Finance Act
 - 46.3.1 The Supplier shall comply with the provisions of:
 - (a) the Official Secrets Acts 1911 to 1989; and
 - (b) section 182 of the Finance Act 1989.
- 46.4 Environmental Requirements
 - 46.4.1 The Supplier shall, when working on the Sites, perform its obligations under this Call Off Contract in accordance with the Environmental Policy of the Customer.
 - 46.4.2 The Customer shall provide a copy of its written Environmental Policy (if any) to the Supplier upon the Suppliers written request.

47. ASSIGNMENT AND NOVATION

- 47.1 The Supplier shall not assign, novate, Sub-Contract or otherwise dispose of or create any trust in relation to any or all of its rights, obligations or liabilities under this Call Off Contract or any part of it without Approval.
- 47.2 The Customer may assign, novate or otherwise dispose of any or all of its rights, liabilities and obligations under this Call Off Contract or any part thereof to:

- 47.2.1 any other Contracting Authority; or
- 47.2.2 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 Customer; or
- 47.2.3 any private sector body which substantially performs the functions of the Customer,

and the Supplier shall, at the Customer's request, enter into a novation agreement in such form as the Customer shall reasonably specify in order to enable the Customer to exercise its rights pursuant to this Clause 47.2.

- 47.3 A change in the legal status of the Customer shall not, subject to Clause 47.4 affect the validity of this Call Off Contract and this Call Off Contract shall be binding on any successor body to the Customer.
- 47.4 If the Customer assigns, novates or otherwise disposes of any of its rights, obligations or liabilities under this Call Off Contract to a private sector body in accordance with Clause 47.2.3 (the "**Transferee**" in the rest of this Clause 47.4) the right of termination of the Customer in Clause 41.4 (Termination on Insolvency) shall be available to the Supplier in the event of insolvency of the Transferee (as if the references to Supplier in Clause 41.4 (Termination on Insolvency) and to Supplier or Framework Guarantor or Call Off Guarantor in the definition of Insolvency Event were references to the Transferee).

48. WAIVER AND CUMULATIVE REMEDIES

- 48.1 The rights and remedies under this Call Off Contract may be waived only by notice in accordance with Clause 55 (Notices) and in a manner that expressly states that a waiver is intended. A failure or delay by a Party in ascertaining or exercising a right or remedy provided under this Call Off Contract or by Law shall not constitute a waiver of that right or remedy, nor shall it prevent or restrict the further exercise of that right or remedy.
- 48.2 Unless otherwise provided in this Call Off Contract, rights and remedies under this Call Off Contract are cumulative and do not exclude any rights or remedies provided by Law, in equity or otherwise.

49. RELATIONSHIP OF THE PARTIES

- 49.1 Except as expressly provided otherwise in this Call Off Contract, nothing in this Call Off Contract, nor any actions taken by the Parties pursuant to this Call Off Contract, shall create a partnership, joint venture or relationship of employer and employee or principal and agent between the Parties, or authorise either Party to make representations or enter into any commitments for or on behalf of any other Party.

50. PREVENTION OF FRAUD AND BRIBERY

- 50.1 The Supplier represents and warrants that neither it, nor to the best of its knowledge any Supplier Personnel, have at any time prior to the Call Off Commencement Date:
 - 50.1.1 committed a Prohibited Act or been formally notified that it is subject to an investigation or prosecution which relates to an alleged Prohibited Act; and/or

- 50.1.2 been listed by any government department or agency as being debarred, suspended, proposed for suspension or debarment, or otherwise ineligible for participation in government procurement programmes or contracts on the grounds of a Prohibited Act.
- 50.2 The Supplier shall not during the Call Off Contract Period:
 - 50.2.1 commit a Prohibited Act; and/or
 - 50.2.2 do or suffer anything to be done which would cause the Customer or any of the Customer's employees, consultants, contractors, sub-contractors or agents to contravene any of the Relevant Requirements or otherwise incur any liability in relation to the Relevant Requirements.
- 50.3 The Supplier shall during the Call Off Contract Period:
 - 50.3.1 establish, maintain and enforce, and require that its Sub-Contractors establish, maintain and enforce, policies and procedures which are adequate to ensure compliance with the Relevant Requirements and prevent the occurrence of a Prohibited Act;
 - 50.3.2 keep appropriate records of its compliance with its obligations under Clause 50.3.1 and make such records available to the Customer on request;
 - 50.3.3 if so required by the Customer, within twenty (20) Working Days of the Call Off Commencement Date, and annually thereafter, certify to the Customer in writing that the Supplier and all persons associated with it or its Sub-Contractors or other persons who are supplying the Services in connection with this Call Off Contract are compliant with the Relevant Requirements. The Supplier shall provide such supporting evidence of compliance as the Customer may reasonably request; and
 - 50.3.4 have, maintain and where appropriate enforce an anti-bribery policy (which shall be disclosed to the Customer on request) to prevent it and any Supplier Personnel or any person acting on the Suppliers behalf from committing a Prohibited Act.
- 50.4 The Supplier shall immediately notify the Customer in writing if it becomes aware of any breach of Clause 50.1, or has reason to believe that it has or any of the Supplier Personnel have:
 - 50.4.1 been subject to an investigation or prosecution which relates to an alleged Prohibited Act;
 - 50.4.2 been listed by any government department or agency as being debarred, suspended, proposed for suspension or debarment, or otherwise ineligible for participation in government procurement programmes or contracts on the grounds of a Prohibited Act; and/or
 - 50.4.3 received a request or demand for any undue financial or other advantage of any kind in connection with the performance of this Call Off Contract or otherwise suspects that any person or Party directly or indirectly connected with this Call Off Contract has committed or attempted to commit a Prohibited Act.
- 50.5 If the Supplier makes a notification to the Customer pursuant to Clause 50.4, the Supplier shall respond promptly to the Customer's enquiries, co-operate with any investigation, and allow the Customer to audit any books, records

and/or any other relevant documentation in accordance with Clause 21 (Records and Audit Access).

- 50.6 If the Supplier breaches Clause 50.3, the Customer may by notice:
- 50.6.1 require the Supplier to remove from performance of this Call Off Contract any Supplier Personnel whose acts or omissions have caused the Suppliers breach; or
 - 50.6.2 immediately terminate this Call Off Contract for material Default.
- 50.7 Any notice served by the Customer under Clause 50.4 shall specify the nature of the Prohibited Act, the identity of the Party who the Customer believes has committed the Prohibited Act and the action that the Customer has elected to take (including, where relevant, the date on which this Call Off Contract shall terminate).

51. SEVERANCE

- 51.1 If any provision of this Call Off Contract (or part of any provision) is held to be void or otherwise unenforceable by any court of competent jurisdiction, such provision (or part) shall to the extent necessary to ensure that the remaining provisions of this Call Off Contract are not void or unenforceable be deemed to be deleted and the validity and/or enforceability of the remaining provisions of this Call Off Contract shall not be affected.
- 51.2 In the event that any deemed deletion under Clause 51.1 is so fundamental as to prevent the accomplishment of the purpose of this Call Off Contract or materially alters the balance of risks and rewards in this Call Off Contract, either Party may give notice to the other Party requiring the Parties to commence good faith negotiations to amend this Call Off Contract so that, as amended, it is valid and enforceable, preserves the balance of risks and rewards in this Call Off Contract and, to the extent that is reasonably practicable, achieves the Parties' original commercial intention.
- 51.3 If the Parties are unable to resolve the Dispute arising under Clause 51 within twenty (20) Working Days of the date of the notice given pursuant to Clause 51.2, this Call Off Contract shall automatically terminate with immediate effect. The costs of termination incurred by the Parties shall lie where they fall if this Call Off Contract is terminated pursuant to Clause 51.

52. FURTHER ASSURANCES

- 52.1 Each Party undertakes at the request of the other, and at the cost of the requesting Party to do all acts and execute all documents which may be necessary to give effect to the meaning of this Call Off Contract.

53. ENTIRE AGREEMENT

- 53.1 This Call Off Contract and the documents referred to in it constitute the entire agreement between the Parties in respect of the matter and supersede and extinguish all prior negotiations, course of dealings or agreements made between the Parties in relation to its subject matter, whether written or oral.
- 53.2 Neither Party has been given, nor entered into this Call Off Contract in reliance on, any warranty, statement, promise or representation other than those expressly set out in this Call Off Contract.
- 53.3 Nothing in Clause 53 shall exclude any liability in respect of misrepresentations made fraudulently.

54. THIRD PARTY RIGHTS

- 54.1 The provisions of paragraphs 2.1 and 2.6 of Part A, paragraphs 2.1, 2.6, 3.1 and 3.3 of Part B, paragraphs 2.1 and 2.3 of Part C and paragraphs and 1.4, 2.3 and 2.8 of Part D of Call Off Schedule 10 (Staff Transfer) and the provisions of paragraph 9.9 of Call Off Schedule 9 (Exit Management) (together “**Third Party Provisions**”) confer benefits on persons named in such provisions other than the Parties (each such person a “**Third Party Beneficiary**”) and are intended to be enforceable by Third Parties Beneficiaries by virtue of the CRTPA.
- 54.2 Subject to Clause 54.1, a person who is not a Party to this Call Off Contract has no right under the CTRPA to enforce any term of this Call Off Contract but this does not affect any right or remedy of any person which exists or is available otherwise than pursuant to that Act.
- 54.3 No Third Party Beneficiary may enforce, or take any step to enforce, any Third Party Provision without the prior written consent of the Customer, which may, if given, be given on and subject to such terms as the Customer may determine.
- 54.4 Any amendments or modifications to this Call Off Contract may be made, and any rights created under Clause 54.1 may be altered or extinguished, by the Parties without the consent of any Third Party Beneficiary.

55. NOTICES

- 55.1 Except as otherwise expressly provided within this Call Off Contract, any notices sent under this Call Off Contract must be in writing. For the purpose of Clause 55, an e-mail is accepted as being "in writing".
- 55.2 Subject to Clause 55.3, the following table sets out the method by which notices may be served under this Call Off Contract and the respective deemed time and proof of service:

Manner of delivery	Deemed time of delivery	Proof of Service
Email (Subject to Clauses 55.3 and 55.4)	9.00am on the first Working Day after sending	Dispatched as a pdf attachment to an e-mail to the correct e-mail address without any error message
Personal delivery	On delivery, provided delivery is between 9.00am and 5.00pm on a Working Day. Otherwise, delivery will occur at 9.00am on the next Working Day	Properly addressed and delivered as evidenced by signature of a delivery receipt
Royal Mail Signed For™ 1 st Class or other prepaid, next Working Day service providing proof of delivery	At the time recorded by the delivery service, provided that delivery is between 9.00am and 5.00pm on a Working Day. Otherwise, delivery will occur at 9.00am on the same Working Day (if delivery before 9.00am) or on the next Working Day (if after 5.00pm)	Properly addressed prepaid and delivered as evidenced by signature of a delivery receipt

- 55.3 The following notices may only be served as an attachment to an email if the original notice is then sent to the recipient by personal delivery or Royal Mail Signed For™ 1st Class or other prepaid in the manner set out in the table in Clause 55.2:
- 55.3.1 any Termination Notice (Clause 41 (Customer Termination Rights)),
 - 55.3.2 any notice in respect of:
 - (a) partial termination, suspension or partial suspension (Clause 44 (Partial Termination, Suspension and Partial Suspension)),
 - (b) waiver (Clause 48 (Waiver and Cumulative Remedies))
 - (c) Default or Customer Cause; and
 - 55.3.3 any Dispute Notice.
- 55.4 Failure to send any original notice by personal delivery or recorded delivery in accordance with Clause 55.3 shall invalidate the service of the related e-mail transmission. The deemed time of delivery of such notice shall be the deemed time of delivery of the original notice sent by personal delivery or Royal Mail Signed For™ 1st Class delivery (as set out in the table in Clause 55.2) or, if earlier, the time of response or acknowledgement by the other Party to the email attaching the notice.
- 55.5 Clause 55 does not apply to the service of any proceedings or other documents in any legal action or, where applicable, any arbitration or other method of dispute resolution (other than the service of a Dispute Notice under the Dispute Resolution Procedure).
- 55.6 For the purposes of Clause 55, the address and email address of each Party shall be as specified in the Call Off Order Form.

56. DISPUTE RESOLUTION

- 56.1 The Parties shall resolve Disputes arising out of or in connection with this Call Off Contract in accordance with the Dispute Resolution Procedure.
- 56.2 The Supplier shall continue to provide the Services in accordance with the terms of this Call Off Contract until a Dispute has been resolved.

57. GOVERNING LAW AND JURISDICTION

- 57.1 This Call Off Contract and any issues, Disputes or claims (whether contractual or non-contractual) arising out of or in connection with it or its subject matter or formation shall be governed by and construed in accordance with the laws of England and Wales.
- 57.2 Subject to Clause 56 (Dispute Resolution) and Call Off Schedule 12 (Dispute Resolution Procedure) (including the Customer's right to refer the Dispute to arbitration), the Parties agree that the courts of England and Wales (unless stated differently in the Call Off Order Form) shall have exclusive jurisdiction to settle any Dispute or claim (whether contractual or non-contractual) that arises out of or in connection with this Call Off Contract or its subject matter or formation.

CALL OFF SCHEDULE 1: DEFINITIONS

1. In accordance with Clause 1 (Definitions and Interpretation) of this Call Off Contract including its recitals the following expressions shall have the following meanings:

"Achieve"	means in respect of a Test, to successfully pass such Test without any Test Issues in accordance with the Test Strategy Plan and in respect of a Milestone, the issue of a Satisfaction Certificate in respect of that Milestone and "Achieved" , "Achieving" and "Achievement" shall be construed accordingly;
"Acquired Rights Directive"	means the European Council Directive 77/187/EEC on the approximation of laws of European member states relating to the safeguarding of employees' rights in the event of transfers of undertakings, businesses or parts of undertakings or businesses, as amended or re-enacted from time to time;
"Additional Clauses"	means the additional Clauses in Call Off Schedule 14 (Alternative and/or Additional Clauses) and any other additional Clauses set out in the Call Off Order Form or elsewhere in this Call Off Contract;
"Affected Party"	means the party seeking to claim relief in respect of a Force Majeure;
"Affiliates"	has the meaning given to it in Framework Schedule 1 (Definitions);
"Alternative Clauses"	means the alternative Clauses in Call Off Schedule 14 (Alternative and/or Additional Clauses) and any other alternative Clauses set out in the Call Off Order Form or elsewhere in this Call Off Contract;
"Approval"	means the prior written consent of the Customer and "Approve" and "Approved" shall be construed accordingly;
"Approved Sub-Licensee"	means any of the following: <ol style="list-style-type: none">a Central Government Body;any third party providing goods and/or services to a Central Government Body; and/orany body (including any private sector body) which performs or carries on any of the functions and/or activities that previously had been performed and/or carried on by the Customer;
"Auditor"	means: <ol style="list-style-type: none">the Customer's internal and external auditors;the Customer's statutory or regulatory auditors;the Comptroller and Auditor General, their staff and/or any appointed representatives of the National Audit Office;HM Treasury or the Cabinet Office;any party formally appointed by the Customer to carry out audit or similar review functions; and

	f) successors or assigns of any of the above;
"Authority"	has the meaning given to it in Framework Schedule 1 (Definitions);
"BACS"	means the Bankers' Automated Clearing Services, which is a scheme for the electronic processing of financial transactions within the United Kingdom;
"BCDR Goods and/or Services"	means the Business Continuity Goods and/or Services and Disaster Recovery Goods and/or Services;
"BCDR Plan"	means the plan prepared pursuant to paragraph 2 of Call Off Schedule 8 (Business Continuity and Disaster Recovery), as may be amended from time to time;
"Business Continuity Goods and/or Services"	has the meaning given to it in paragraph 4.2.2 of Call Off Schedule 8 (Business Continuity and Disaster Recovery);
"Call Off Commencement Date"	means the date of commencement of this Call Off Contract set out in the Call Off Order Form;
"Call Off Contract"	means this contract between the Customer and the Supplier (entered into pursuant to the provisions of the Framework Agreement), which consists of the terms set out in the Call Off Order Form and the Call Off Terms;
"Call Off Contract Charges"	means the prices (inclusive of any Milestone Payments and exclusive of any applicable VAT), payable to the Supplier by the Customer under this Call Off Contract, as set out in Annex 1 of Call Off Schedule 3 (Call Off Contract Charges, Payment and Invoicing), for the full and proper performance by the Supplier of its obligations under this Call Off Contract less any Deductions;
"Call Off Contract Period"	means the term of this Call Off Contract from the Call Off Commencement Date until the Call Off Expiry Date;
"Call Off Contract Year"	means a consecutive period of twelve (12) Months commencing on the Call Off Commencement Date or each anniversary thereof;
"Call Off Expiry Date"	means: <ul style="list-style-type: none">(a) the end date of the Call Off Initial Period or any Call Off Extension Period; or(b) if this Call Off Contract is terminated before the date specified in (a) above, the earlier date of termination of this Call Off Contract;
"Call Off Extension Period"	means such period or periods up to a maximum of the number of years in total as may be specified by the Customer, pursuant to Clause 5.2 and in the Call Off Order Form;
"Call Off Guarantee"	means a deed of guarantee that may be required under this Call Off Contract in favour of the Customer in the form set out in Framework Schedule 13 (Guarantee) granted pursuant to Clause 7 (Call Off Guarantee);

"Call Off Guarantor"	means the person, in the event that a Call Off Guarantee is required under this Call Off Contract, acceptable to the Customer to give a Call Off Guarantee;
"Call Off Initial Period"	means the initial term of this Call Off Contract from the Call Off Commencement Date to the end date of the initial term stated in the Call Off Order Form;
"Call Off Order Form"	means the order form applicable to and set out in Part 1 of this Call Off Contract;
"Call Off Procedure"	has the meaning given to it in Framework Schedule 1 (Definitions);
"Call Off Schedule"	means a schedule to this Call Off Contract;
"Call Off Tender"	means the tender submitted by the Supplier in response to the Customer's Statement of Requirements following a Further Competition Procedure and set out at Call Off Schedule 15 (Call Off Tender);
"Call Off Terms"	means the terms applicable to and set out in Part 2 of this Call Off Contract;
"Central Government Body"	has the meaning given to it in Framework Schedule 1 (Definitions);
"Change in Law"	means any change in Law which impacts on the supply of the Services and performance of the Call Off Contract which comes into force after the Call Off Commencement Date;
"Change of Control"	has the meaning given to it in Framework Schedule 1 (Definitions);
"Charges"	means the charges raised under or in connection with this Call Off Contract from time to time, which shall be calculated in a manner that is consistent with the Charging Structure;
"Charging Structure"	means the structure to be used in the establishment of the charging model which is applicable to the Call Off Contract, which is set out in Framework Schedule 3 (Framework Prices and Charging Structure);
"Commercially Sensitive Information"	means the Confidential Information listed in the Call Off Order Form (if any) comprising of commercially sensitive information relating to the Supplier, its IPR or its business or which the Supplier has indicated to the Customer that, if disclosed by the Customer, would cause the Supplier significant commercial disadvantage or material financial loss;
"Comparable Supply"	means the supply of Goods and/or Services to another customer of the Supplier that are the same or similar to the Services;
"Compensation for Critical Service Level Failure"	has the meaning given to it in Clause 14.2.2 (Critical Service Level Failure);
"Confidential Information"	means the Customer's Confidential Information and/or the Suppliers Confidential Information, as the context specifies;

"Continuous Improvement Plan"	means a plan for improving the provision of the Services and/or reducing the Charges produced by the Supplier pursuant to Framework Schedule 12 (Continuous Improvement and Benchmarking);
"Contracting Authority"	means the Authority, the Customer and any other bodies listed in the OJEU Notice;
"Control"	has the meaning given to it in Framework Schedule 1 (Definitions);
"Controller"	has the meaning given in the GDPR;
"Conviction"	means other than for minor road traffic offences, any previous or pending prosecutions, convictions, cautions and binding over orders (including any spent convictions as contemplated by section 1(1) of the Rehabilitation of Offenders Act 1974 by virtue of the exemptions specified in Part II of Schedule 1 of the Rehabilitation of Offenders Act 1974 (Exemptions) Order 1975 (SI 1975/1023) or any replacement or amendment to that Order, or being placed on a list kept pursuant to section 1 of the Protection of Children Act 1999 or being placed on a list kept pursuant to the Safeguarding Vulnerable Groups Act 2006;
"Costs"	<p>the following costs (without double recovery) to the extent that they are reasonably and properly incurred by the Supplier in providing the Services:</p> <ul style="list-style-type: none">a) the cost to the Supplier or the Key Sub-Contractor (as the context requires), calculated per Man Day, of engaging the Supplier Personnel, including:<ul style="list-style-type: none">i) base salary paid to the Supplier Personnel;ii) employer's national insurance contributions;iii) pension contributions;iv) car allowances;v) any other contractual employment benefits;vi) staff training;vii) work place accommodation;viii) work place IT equipment and tools reasonably necessary to provide the Services (but not including items included within limb (b) below); andix) reasonable recruitment costs, as agreed with the Customer;b) costs incurred in respect of those Supplier Assets which are detailed on the Registers and which would be treated as capital costs according to generally accepted accounting principles within the UK, which shall include the cost to be charged in respect of Supplier Assets by the Supplier to the Customer or (to the extent that risk and title in any Supplier Asset is not held by the Supplier)

any cost actually incurred by the Supplier in respect of those Supplier Assets;

- c) operational costs which are not included within (a) or (b) above, to the extent that such costs are necessary and properly incurred by the Supplier in the provision of the Services;
- d) Reimbursable Expenses to the extent these have been specified as allowable in the Call Off Order Form and are incurred in delivering any Goods and/or Services where the Call Off Contract Charges for those Goods and/or Services are to be calculated on a Fixed Price or Firm Price pricing mechanism (as set out in Framework Schedule 3 (Framework Prices and Charging Structure));

but excluding:

- a) Overhead;
- b) financing or similar costs;
- c) maintenance and support costs to the extent that these relate to maintenance and/or support Goods and/or Services provided beyond the Call Off Contract Period whether in relation to Supplier Assets or otherwise;
- d) taxation;
- e) fines and penalties;
- f) amounts payable under Clause 25 (Benchmarking); and
- g) non-cash items (including depreciation, amortisation, impairments and movements in provisions);

"Critical Service Level Failure"	means any instance of critical service level failure specified in the Call Off Order Form;
"Crown"	has the meaning given to it in Framework Schedule 1 (Definitions);
"Crown Body"	has the meaning given to it in Framework Schedule 1 (Definitions);
"CRTPA"	has the meaning given to it in Framework Schedule 1 (Definitions);
"Customer"	means the customer(s) identified in the Call Off Order Form;
"Customer Assets"	means the Customer's infrastructure, data, software, materials, assets, equipment or other property owned by and/or licensed or leased to the Customer and which is or may be used in connection with the provision of the Services;
"Customer Background IPR"	<p>means:</p> <ul style="list-style-type: none"> a) IPRs owned by the Customer before the Call Off Commencement Date, including IPRs contained in any of the Customer's Know-How, documentation, software, processes and procedures; b) IPRs created by the Customer independently of this Call Off Contract; and/or

	<p>c) Crown Copyright which is not available to the Supplier otherwise than under this Call Off Contract;</p>
"Customer Cause"	<p>means any breach of the obligations of the Customer or any other default, act, omission, negligence or statement of the Customer, of its employees, servants, agents in connection with or in relation to the subject-matter of this Call Off Contract and in respect of which the Customer is liable to the Supplier;</p>
"Customer Data"	<p>means:</p> <ul style="list-style-type: none">a) the data, text, drawings, diagrams, images or sounds (together with any database made up of any of these) which are embodied in any electronic, magnetic, optical or tangible media, including any Customer's Confidential Information, and which:<ul style="list-style-type: none">i) are supplied to the Supplier by or on behalf of the Customer; orii) the Supplier is required to generate, process, store or transmit pursuant to this Call Off Contract; orb) any Personal Data for which the Customer is the Data Controller;
"Customer Premises"	<p>means premises owned, controlled or occupied by the Customer which are made available for use by the Supplier or its Sub-Contractors for the provision of the Services (or any of them);</p>
"Customer Property"	<p>means the property, other than real property and IPR, including any equipment issued or made available to the Supplier by the Customer in connection with this Call Off Contract;</p>
"Customer Representative"	<p>means the representative appointed by the Customer from time to time in relation to this Call Off Contract;</p>
"Customer Responsibilities"	<p>means the responsibilities of the Customer set out in Call Off Schedule 4 (Implementation Plan) and any other responsibilities of the Customer in the Call Off Order Form or agreed in writing between the Parties from time to time in connection with this Call Off Contract;</p>
"Customer's Confidential Information"	<p>means:</p> <ul style="list-style-type: none">a) all Personal Data and any information, however it is conveyed, that relates to the business, affairs, developments, property rights, trade secrets, Know-How and IPR of the Customer (including all Customer Background IPR and Project Specific IPR);b) any other information clearly designated as being confidential (whether or not it is marked "confidential") or which ought reasonably be considered confidential which comes (or has come) to the Customer's attention or into the Customer's possession in connection with this Call Off Contract; andc) information derived from any of the above;

"Data Controller"	has the meaning given to it in Framework Schedule 1 (Definitions);
"Data Processor"	has the meaning given to it in Framework Schedule 1 (Definitions);;
"Data Protection Legislation" or "DPA"	means: <ul style="list-style-type: none">i) the GDPR, the LED and any applicable national implementing Laws as amended from time to time;ii) the DPA to the extent that it relates to processing of personal data and privacy;iii) all applicable Law about the processing of personal data and privacy;
Data Protection Officer	has the meaning given in the GDPR;
"Data Subject"	has the meaning given in the GDPR;
"Data Subject Access Request"	means a request made by a Data Subject in accordance with rights granted pursuant to the DPA to access his or her Personal Data;
"Deductions"	means all Service Credits, Delay Payments or any other deduction which the Customer is paid or is payable under this Call Off Contract;
"Default"	means any breach of the obligations of the Supplier (including but not limited to including abandonment of this Call Off Contract in breach of its terms) or any other default (including material Default), act, omission, negligence or statement of the Supplier, of its Sub-Contractors or any Supplier Personnel howsoever arising in connection with or in relation to the subject-matter of this Call Off Contract and in respect of which the Supplier is liable to the Customer;
"Delay"	means: <ul style="list-style-type: none">a) a delay in the Achievement of a Milestone by its Milestone Date; orb) a delay in the design, development, testing or implementation of a Deliverable by the relevant date set out in the Implementation Plan;
"Delay Payments"	means the amounts payable by the Supplier to the Customer in respect of a delay in respect of a Milestone as specified in the Implementation Plan;
"Delay Period Limit"	shall be the number of days specified in Call Off Schedule 4 (Implementation Plan) for the purposes of Clause 6.4.1(b)(ii);
"Deliverable"	means an item or feature in the supply of the Services delivered or to be delivered by the Supplier at or before a Milestone Date listed in the Implementation Plan (if any) or at any other stage during the performance of this Call Off Contract;
"Delivery"	means delivery in accordance with the terms of this Call Off Contract as confirmed by the issue by the Customer of a

	Satisfaction Certificate in respect of the relevant Milestone thereof (if any) or otherwise in accordance with this Call Off Contract and accepted by the Customer and " Deliver " and " Delivered " shall be construed accordingly;
"Disaster"	means the occurrence of one or more events which, either separately or cumulatively, mean that the Services, or a material part thereof will be unavailable (or could reasonably be anticipated to be unavailable) for the period specified in the Call Off Order Form (for the purposes of this definition the " Disaster Period ");
"Disaster Recovery Goods and/or Services"	means the Services embodied in the processes and procedures for restoring the provision of Goods and/or Services following the occurrence of a Disaster, as detailed further in Call Off Schedule 8 (Business Continuity and Disaster Recovery);
"Disclosing Party"	has the meaning given to it in Clause 34.3.1 (Confidentiality);
"Dispute"	means any dispute, difference or question of interpretation arising out of or in connection with this Call Off Contract, including any dispute, difference or question of interpretation relating to the Services, failure to agree in accordance with the Variation Procedure or any matter where this Call Off Contract directs the Parties to resolve an issue by reference to the Dispute Resolution Procedure;
"Dispute Notice"	means a written notice served by one Party on the other stating that the Party serving the notice believes that there is a Dispute;
"Dispute Resolution Procedure"	means the dispute resolution procedure set out in Call Off Schedule 11 (Dispute Resolution Procedure);
"Documentation"	means all documentation as: <ul style="list-style-type: none">a) is required to be supplied by the Supplier to the Customer under this Call Off Contract;b) would reasonably be required by a competent third party capable of Good Industry Practice contracted by the Customer to develop, configure, build, deploy, run, maintain, upgrade and test the individual systems that provide the Services;c) is required by the Supplier in order to provide the Services; and/ord) has been or shall be generated for the purpose of providing the Services;
"DOTAS"	has the meaning given to it in Framework Schedule 1 (Definitions);
"Due Diligence Information"	means any information supplied to the Supplier by or on behalf of the Customer prior to the Call Off Commencement Date;
"Employee Liabilities"	means all claims, actions, proceedings, orders, demands, complaints, investigations (save for any claims for personal injury which are covered by insurance) and any award,

compensation, damages, tribunal awards, fine, loss, order, penalty, disbursement, payment made by way of settlement and costs, expenses and legal costs reasonably incurred in connection with a claim or investigation including in relation to the following:

- a) redundancy payments including contractual or enhanced redundancy costs, termination costs and notice payments;
- b) unfair, wrongful or constructive dismissal compensation;
- c) compensation for discrimination on grounds of sex, race, disability, age, religion or belief, gender reassignment, marriage or civil partnership, pregnancy and maternity or sexual orientation or claims for equal pay;
- d) compensation for less favourable treatment of part-time workers or fixed term employees;
- e) outstanding debts and unlawful deduction of wages including any PAYE and National Insurance Contributions in relation to payments made by the Customer or the Replacement Supplier to a Transferring Supplier Employee which would have been payable by the Supplier or the Sub-Contractor if such payment should have been made prior to the Service Transfer Date;
- f) claims whether in tort, contract or statute or otherwise;
- g) any investigation by the Equality and Human Rights Commission or other enforcement, regulatory or supervisory body and of implementing any requirements which may arise from such investigation;

"Employment Regulations"

means the Transfer of Undertakings (Protection of Employment) Regulations 2006 (SI 2006/246) as amended or replaced or any other Regulations implementing the Acquired Rights Directive;

"Environmental Policy"

means 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, including any written environmental policy of the Customer;

"Environmental Information Regulations or EIRs"

has the meaning given to it in Framework Schedule 1 (Definitions);

"Estimated Year 1 Call Off Contract Charges"

means the sum in pounds estimated by the Customer to be payable by it to the Supplier as the total aggregate Call Off Contract Charges from the Call Off Commencement Date until the end of the first Call Off Contract Year stipulated in the Call Off Order Form;

"Exit Plan"

means the exit plan described in paragraph 5 of Call Off Schedule 9 (Exit Management);

"Expedited Dispute Timetable"	means the timetable set out in paragraph 5 of Call Off Schedule 11 (Dispute Resolution Procedure);
"FOIA"	has the meaning given to it in Framework Schedule 1 (Definitions);
"Force Majeure"	<p>means any event, occurrence, circumstance, matter or cause affecting the performance by either the Customer or the Supplier of its obligations arising from:</p> <ul style="list-style-type: none">a) acts, events, omissions, happenings or non-happenings beyond the reasonable control of the Affected Party which prevent or materially delay the Affected Party from performing its obligations under this Call Off Contract;b) riots, civil commotion, war or armed conflict, acts of terrorism, nuclear, biological or chemical warfare;c) acts of the Crown, local government or Regulatory Bodies;d) fire, flood or any disaster; ande) an industrial dispute affecting a third party for which a substitute third party is not reasonably available but excluding:<ul style="list-style-type: none">i) any industrial dispute relating to the Supplier, the Supplier Personnel (including any subsets of them) or any other failure in the Supplier or the Sub-Contractor's supply chain; andii) any event, occurrence, circumstance, matter or cause which is attributable to the wilful act, neglect or failure to take reasonable precautions against it by the Party concerned; andiii) any failure of delay caused by a lack of funds;
"Force Majeure Notice"	means a written notice served by the Affected Party on the other Party stating that the Affected Party believes that there is a Force Majeure Event;
"Former Supplier"	means a supplier supplying the Services to the Customer before the Relevant Transfer Date that are the same as or substantially similar to the Services (or any part of the Services) and shall include any sub-contractor of such supplier (or any sub-contractor of any such sub-contractor);
"Framework Agreement"	means the framework agreement between the Authority and the Supplier referred to in the Call Off Order Form;
"Framework Commencement Date"	means the date of commencement of the Framework Agreement as stated in the Call Off Schedule 1 (Definitions);
"Framework Period"	means the period from the Framework Commencement Date until the expiry or earlier termination of the Framework Agreement;

"Framework Price(s)"	means the price(s) applicable to the provision of the Services set out in Framework Schedule 3 (Framework Prices and Charging Structure);
"Framework Schedule"	means a schedule to the Framework Agreement;
"Fraud"	has the meaning given to it in Framework Schedule 1 (Definitions);
"Further Competition Procedure"	means the further competition procedure described in paragraph 3 of Framework Schedule 5 (Call Off Procedure);
"GDPR"	means the General Data Protection Regulation (Regulation (EU) 2016/679)
"General Anti-Abuse Rule"	has the meaning given to it in Framework Schedule 1 (Definitions);
"General Change in Law"	means a Change in Law where the change is of a general legislative nature (including taxation or duties of any sort affecting the Supplier) or which affects or relates to a Comparable Supply;
"Good Industry Practice"	has the meaning given to it in Framework Schedule 1 (Definitions);
"Government"	has the meaning given to it in Framework Schedule 1 (Definitions);
"Government Procurement Card"	means the Government's preferred method of purchasing and payment for low value goods or services https://www.gov.uk/government/publications/government-procurement-card--2 ;
"Halifax Abuse Principle"	has the meaning given to it in Framework Schedule 1 (Definitions);
"HMRC"	means Her Majesty's Revenue and Customs;
"Holding Company"	has the meaning given to it in Framework Schedule 1 (Definitions);
"ICT Policy"	means the Customer's policy in respect of information and communications technology, referred to in the Call Off Order Form, which is in force as at the Call Off Commencement Date (a copy of which has been supplied to the Supplier), as updated from time to time in accordance with the Variation Procedure;
"Impact Assessment"	has the meaning given to it in Clause 22.1.3 (Variation Procedure);
"Implementation Plan"	means the plan set out in the Call Off Schedule 4 (Implementation Plan);
"Information"	has the meaning given to it in Framework Schedule 1 (Definitions);

- "Installation Works"** means all works which the Supplier is to carry out at the beginning of the Call Off Contract Period to install the Goods in accordance with the Call Off Order Form;
- "Insolvency Event"** means, in respect of the Supplier or Framework Guarantor or Call Off Guarantor (as applicable):
- 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
 - 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 fourteen (14) Working 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 382(3) of the Companies Act 2006, a moratorium comes into force pursuant to Schedule A1 of the Insolvency Act 1986; or
 - h) where the Supplier or Framework Guarantor or Call Off Guarantor is an individual or partnership, any event analogous to those listed in limbs (a) to (g) (inclusive) occurs in relation to that individual or partnership; or
 - i) any event analogous to those listed in limbs (a) to (h) (inclusive) occurs under the law of any other jurisdiction;
- "Intellectual Property Rights" or "IPR"** means
- a) copyright, rights related to or affording protection similar to copyright, rights in databases, patents and rights in inventions, semi-conductor topography rights, trade marks, rights in internet domain names and website addresses and other rights in trade or business names, designs, Know-How, trade secrets and other rights in Confidential Information;

- b) applications for registration, and the right to apply for registration, for any of the rights listed at (a) that are capable of being registered in any country or jurisdiction; and
- c) all other rights having equivalent or similar effect in any country or jurisdiction;

"IPR Claim"	means any claim of infringement or alleged infringement (including the defence of such infringement or alleged infringement) of any IPR, used to provide the Services or as otherwise provided and/or licensed by the Supplier (or to which the Supplier has provided access) to the Customer in the fulfilment of its obligations under this Call Off Contract;
"Key Performance Indicators" or "KPIs"	means the performance measurements and targets in respect of the Suppliers performance of the Framework Agreement set out in Part B of Framework Schedule 2 (Goods and/or Services and Key Performance Indicators);
"Key Personnel"	means the individuals (if any) identified as such in the Call Off Order Form;
"Key Role(s) "	has the meaning given to it in Clause 26.1 (Key Personnel);
"Key Sub-Contract"	means each Sub-Contract with a Key Sub-Contractor;
"Key Sub-Contractor"	means any Sub-Contractor: <ul style="list-style-type: none">a) listed in Framework Schedule 7 (Key Sub-Contractors);b) which, in the opinion of the Authority and the Customer, performs (or would perform if appointed) a critical role in the provision of all or any part of the Services; and/orc) with a Sub-Contract with a contract value which at the time of appointment exceeds (or would exceed if appointed) 10% of the aggregate Call Off Contract Charges forecast to be payable under this Call Off Contract;
"Know-How"	means all ideas, concepts, schemes, information, knowledge, techniques, methodology, and anything else in the nature of know-how relating to the Services but excluding know-how already in the other Party's possession before the Call Off Commencement Date;
"Law"	means any law, subordinate legislation within the meaning of Section 21(1) of the Interpretation Act 1978, bye-law, enforceable right within the meaning of Section 2 of the European Communities Act 1972, regulation, order, regulatory policy, mandatory guidance or code of practice, judgment of a relevant court of law, or directives or requirements with which the Supplier is bound to comply;
"LED"	means the Law Enforcement Directive (Directive (EU) 2016/680);
"Losses"	means all losses, liabilities, damages, costs, expenses (including legal fees), disbursements, costs of investigation, litigation, settlement, judgment, interest and penalties whether arising

in contract, tort (including negligence), breach of statutory duty, misrepresentation or otherwise and “**Loss**” shall be interpreted accordingly;

"Man Day"	means 7.5 Man Hours, whether or not such hours are worked consecutively and whether or not they are worked on the same day;
"Man Hours"	means the hours spent by the Supplier Personnel properly working on the provision of the Services including time spent travelling (other than to and from the Suppliers offices, or to and from the Sites) but excluding lunch breaks;
"Milestone"	means an event or task described in the Implementation Plan which, if applicable, must be completed by the relevant Milestone Date;
"Milestone Date"	means the target date set out against the relevant Milestone in the Implementation Plan by which the Milestone must be Achieved;
"Milestone Payment"	means a payment identified in the Implementation Plan to be made following the issue of a Satisfaction Certificate in respect of Achievement of the relevant Milestone;
"Month"	means a calendar month and " Monthly " shall be interpreted accordingly;
"Occasion of Tax Non-Compliance"	means: <ul style="list-style-type: none">a) any tax return of the Supplier submitted to a Relevant Tax Authority on or after 1 October 2012 which is found on or after 1 April 2013 to be incorrect as a result of:<ul style="list-style-type: none">i) a Relevant Tax Authority successfully challenging the Supplier under the General Anti-Abuse Rule or the Halifax Abuse Principle or under any tax rules or legislation in any jurisdiction that have an effect equivalent or similar to the General Anti-Abuse Rule or the Halifax Abuse Principle;ii) the failure of an avoidance scheme which the Supplier was involved in, and which was, or should have been, notified to a Relevant Tax Authority under DOTAS or any equivalent or similar regime in any jurisdiction; and/orb) any tax return of the Supplier submitted to a Relevant Tax Authority on or after 1 October 2012 which gives rise, on or after 1 April 2013, to a criminal conviction in any jurisdiction for tax related offences which is not spent at the Call Off Commencement Date or to a civil penalty for fraud or evasion;
"Order"	means the order for the provision of the Services placed by the Customer with the Supplier in accordance with the Framework Agreement and under the terms of this Call Off Contract;

"Other Supplier"	means any supplier to the Customer (other than the Supplier) which is notified to the Supplier from time to time and/or of which the Supplier should have been aware;
"Over-Delivered Goods"	has the meaning given to it in Clause 9.5.1 (Over-Delivered Goods);
"Overhead"	means those amounts which are intended to recover a proportion of the Suppliers or the Key Sub-Contractor's (as the context requires) indirect corporate costs (including financing, marketing, advertising, research and development and insurance costs and any fines or penalties) but excluding allowable indirect costs apportioned to facilities and administration in the provision of Supplier Personnel and accordingly included within limb (a) of the definition of "Costs";
"Parent Company"	means any company which is the ultimate Holding Company of the Supplier and which is either responsible directly or indirectly for the business activities of the Supplier or which is engaged by the same or similar business to the Supplier. The term "Holding or Parent Company" shall have the meaning ascribed by the Companies Act 2006 or any statutory re-enactment or amendment thereto;
"Party"	means the Customer or the Supplier and " Parties " shall mean both of them;
"Performance Monitoring System"	has the meaning given to it in paragraph 7.1.2 in Part B of Schedule 6 (Service Levels, Service Credits and Performance Monitoring);
"Performance Monitoring Reports"	has the meaning given to it in paragraph 9.1 of Part B of Schedule 6 (Service Level, Service Credit and Performance Monitoring);
"Personal Data"	has the meaning given in the GDPR;
"Personal Data Breach"	has the meaning given in the GDPR;
"Processor"	has the meaning given in the GDPR;
"Prohibited Act"	means any of the following: <ul style="list-style-type: none">a) to directly or indirectly offer, promise or give any person working for or engaged by the Customer and/or the Authority or other Contracting Authority or any other public body a financial or other advantage to:<ul style="list-style-type: none">i) induce that person to perform improperly a relevant function or activity; orii) reward that person for improper performance of a relevant function or activity;b) to directly or indirectly request, agree to receive or accept any financial or other advantage as an inducement or a reward for improper performance of a relevant function or activity in connection with this Agreement;c) committing any offence:

- i) under the Bribery Act 2010 (or any legislation repealed or revoked by such Act); or
- ii) under legislation or common law concerning fraudulent acts; or
- iii) defrauding, attempting to defraud or conspiring to defraud the Customer; or
- iv) any activity, practice or conduct which would constitute one of the offences listed under (c) above if such activity, practice or conduct had been carried out in the UK;

"Project Specific IPR"	means: <ul style="list-style-type: none">a) Intellectual Property Rights in items created by the Supplier (or by a third party on behalf of the Supplier) specifically for the purposes of this Call Off Contract and updates and amendments of these items including (but not limited to) database schema; and/orb) IPR in or arising as a result of the performance of the Suppliers obligations under this Call Off Contract and all updates and amendments to the same; but shall not include the Supplier Background IPR;
"Protective Measures"	appropriate technical and organisational measures which may include: pseudonymising and encrypting Personal Data, ensuring confidentiality, integrity, availability and resilience of systems and services, ensuring that availability of and access to Personal Data can be restored in a timely manner after an incident, and regularly assessing and evaluating the effectiveness of the such measures adopted by it;
"Recipient"	has the meaning given to it in Clause 34.3.1 (Confidentiality);
"Rectification Plan"	means the rectification plan pursuant to the Rectification Plan Process;
"Rectification Plan Process"	means the process set out in Clause 38.2 (Rectification Plan Process);
"Registers"	has the meaning given to in Call Off Schedule 9 (Exit Management);
"Regulations"	has the meaning given to it in Framework Schedule 1 (Definitions);
"Reimbursable Expenses"	has the meaning given to it in Call Off Schedule 3 (Call Off Contract Charges, Payment and Invoicing);
"Related Supplier"	means any person who provides goods and/or services to the Customer which are related to the Services from time to time;
"Relevant Conviction"	means a Conviction that is relevant to the nature of the Services to be provided or as specified in the Call Off Order Form;
"Relevant Requirements"	means all applicable Law relating to bribery, corruption and fraud, including the Bribery Act 2010 and any guidance issued

	by the Secretary of State for Justice pursuant to section 9 of the Bribery Act 2010;
"Relevant Tax Authority"	means HMRC, or, if applicable, the tax authority in the jurisdiction in which the Supplier is established;
"Relevant Transfer"	means a transfer of employment to which the Employment Regulations applies;
"Relevant Transfer Date"	means, in relation to a Relevant Transfer, the date upon which the Relevant Transfer takes place;
"Relief Notice"	has the meaning given to it in Clause 39.2.2 (Supplier Relief Due to Customer Cause);
"Replacement Goods"	means any goods which are substantially similar to any of the Goods and which the Customer receives in substitution for any of the Goods following the Call Off Expiry Date, whether those goods are provided by the Customer internally and/or by any third party;
"Replacement Services"	means any services which are substantially similar to any of the Services and which the Customer receives in substitution for any of the Services following the Call Off Expiry Date, whether those services are provided by the Customer internally and/or by any third party;
"Replacement Sub-Contractor"	means a sub-contractor of the Replacement Supplier to whom Transferring Supplier Employees will transfer on a Service Transfer Date (or any sub-contractor of any such sub-contractor);
"Replacement Supplier"	means any third party provider of Replacement Goods and/or Services appointed by or at the direction of the Customer from time to time or where the Customer is providing Replacement Goods and/or Services for its own account, shall also include the Customer;
"Request for Information"	means a request for information or an apparent request relating to this Call Off Contract or the provision of the Services or an apparent request for such information under the FOIA or the EIRs;
"Restricted Countries"	has the meaning given to it in Clause 34.6.3 (Protection of Personal Data);
"Satisfaction Certificate"	means the certificate materially in the form of the document contained in Call Off Schedule 5 (Testing) granted by the Customer when the Supplier has Achieved a Milestone or a Test;
"Security Management Plan"	means the Suppliers security management plan prepared pursuant to paragraph 4 of Call Off Schedule 7 (Security) a draft of which has been provided by the Supplier to the Customer in accordance with paragraph 4 of Call Off Schedule 7 (Security) and as updated from time to time;
"Security Policy"	means the Customer's security policy, referred to in the Call Off Order Form, in force as at the Call Off Commencement Date (a

	copy of which has been supplied to the Supplier), as updated from time to time and notified to the Supplier;
"Security Policy Framework"	the current HMG Security Policy Framework that can be found at https://www.gov.uk/government/publications/security-policy-framework ;
"Service Credit Cap"	has the meaning given to it in the Call Off Order Form;
"Service Credits"	means any service credits specified in Annex 1 to Part A of Call Off Schedule 6 (Service Levels, Service Credits and Performance Monitoring) being payable by the Supplier to the Customer in respect of any failure by the Supplier to meet one or more Service Levels;
"Service Failure"	means an unplanned failure and interruption to the provision of the Services, reduction in the quality of the provision of the Services or event which could affect the provision of the Services in the future;
"Service Level Failure"	means a failure to meet the Service Level Performance Measure in respect of a Service Level Performance Criterion;
"Service Level Performance Criteria"	has the meaning given to it in paragraph 4.2 of Part A of Call Off Schedule 6 (Service Levels, Service Credits and Performance Monitoring);
"Service Level Performance Measure"	shall be as set out against the relevant Service Level Performance Criterion in Annex 1 of Part A of Call Off Schedule 6 (Service Levels, Service Credits and Performance Monitoring);
"Service Level Threshold"	shall be as set out against the relevant Service Level Performance Criterion in Annex 1 of Part A of Call Off Schedule 6 (Service Levels, Service Credits and Performance Monitoring);
"Service Levels"	means any service levels applicable to the provision of the Services under this Call Off Contract specified in Annex 1 to Part A of Call Off Schedule 6 (Service Levels, Service Credits and Performance Monitoring);
"Service Period"	has the meaning given to in paragraph 5.1 of Call Off Schedule 6 (Service Levels, Service Credits and Performance Monitoring);
"Service Transfer"	means any transfer of the Services (or any part of the Services), for whatever reason, from the Supplier or any Sub-Contractor to a Replacement Supplier or a Replacement Sub-Contractor;
"Service Transfer Date"	means the date of a Service Transfer;
"Services"	means the services to be provided by the Supplier to the Customer as referred to in Annex A of Call Off Schedule 2 (Goods and Services);
"Sites"	means any premises (including the Customer Premises, the Suppliers premises or third party premises) from, to or at which: a) the Services are (or are to be) provided; or

	b) the Supplier manages, organises or otherwise directs the provision or the use of the Services.
"Specific Change in Law"	means a Change in Law that relates specifically to the business of the Customer and which would not affect a Comparable Supply;
"Standards"	means any: <ul style="list-style-type: none">a) standards published by BSI British Standards, the National Standards Body of the United Kingdom, the International Organisation for Standardisation or other reputable or equivalent bodies (and their successor bodies) that a skilled and experienced operator in the same type of industry or business sector as the Supplier would reasonably and ordinarily be expected to comply with;b) standards detailed in the specification in Framework Schedule 2 (Goods and/or Services and Key Performance Indicators);c) standards detailed by the Customer in the Call Off Order Form or agreed between the Parties from time to time;d) relevant Government codes of practice and guidance applicable from time to time.
"Statement of Requirements"	means a statement issued by the Customer detailing its requirements in respect of Goods and/or Services issued in accordance with the Call Off Procedure;
"Sub-Contract"	means any contract or agreement (or proposed contract or agreement), other than this Call Off Contract or the Framework Agreement, pursuant to which a third party: <ul style="list-style-type: none">a) provides the Services (or any part of them);b) provides facilities or services necessary for the provision of the Services (or any part of them); and/orc) is responsible for the management, direction or control of the provision of the Services (or any part of them);
"Sub-Contractor"	means any person other than the Supplier, who is a party to a Sub-Contract and the servants or agents of that person;
"Sub-processor"	any third party appointed to process Personal Data on behalf of the Supplier related to this agreement;
"Supplier"	means the person, firm or company with whom the Customer enters into this Call Off Contract as identified in the Call Off Order Form;
"Supplier Assets"	means all assets and rights used by the Supplier to provide the Services in accordance with this Call Off Contract but excluding the Customer Assets;
"Supplier Background IPR"	means <ul style="list-style-type: none">a) Intellectual Property Rights owned by the Supplier before the Call Off Commencement Date, for example those subsisting in the Suppliers standard development

	tools, program components or standard code used in computer programming or in physical or electronic media containing the Suppliers Know-How or generic business methodologies; and/or
	b) Intellectual Property Rights created by the Supplier independently of this Call Off Contract,
"Supplier Equipment"	means the Suppliers hardware, computer and telecoms devices, equipment, plant, materials and such other items supplied and used by the Supplier (but not hired, leased or loaned from the Customer) in the performance of its obligations under this Call Off Contract;
"Supplier Non-Performance"	has the meaning given to it in Clause 39.1 (Supplier Relief Due to Customer Cause);
"Supplier Personnel"	means all directors, officers, employees, agents, consultants and contractors of the Supplier and/or of any Sub-Contractor engaged in the performance of the Suppliers obligations under this Call Off Contract;
"Supplier Profit"	means, in relation to a period or a Milestone (as the context requires), the difference between the total Call Off Charges (in nominal cash flow terms but excluding any Deductions) and total Costs (in nominal cash flow terms) for the relevant period or in relation to the relevant Milestone;
"Supplier Profit Margin"	means, in relation to a period or a Milestone (as the context requires), the Supplier Profit for the relevant period or in relation to the relevant Milestone divided by the total Call Off Contract Charges over the same period or in relation to the relevant Milestone and expressed as a percentage;
"Supplier Representative"	means the representative appointed by the Supplier named in the Call Off Order Form;
"Suppliers Confidential Information"	means <ul style="list-style-type: none">a) any information, however it is conveyed, that relates to the business, affairs, developments, IPR of the Supplier (including the Supplier Background IPR) trade secrets, Know-How, and/or personnel of the Supplier;b) any other information clearly designated as being confidential (whether or not it is marked as "confidential") or which ought reasonably to be considered to be confidential and which comes (or has come) to the Suppliers attention or into the Suppliers possession in connection with this Call Off Contract;c) information derived from any of the above.
"Template Call Off Order Form"	means the template Call Off Order Form in Annex 1 of Framework Schedule 4 (Template Call Off Order Form and Template Call Off Terms);
"Template Call Off Terms"	means the template terms and conditions in Annex 2 of Framework Schedule 4 (Template Order Form and Template Call Off Terms);

"Tender"	means the tender submitted by the Supplier to the Authority and annexed to or referred to in Framework Schedule 21;
"Termination Notice"	means a written notice of termination given by one Party to the other, notifying the Party receiving the notice of the intention of the Party giving the notice to terminate this Call Off Contract on a specified date and setting out the grounds for termination;
"Test Issue"	means any variance or non-conformity of the Services or Deliverables from their requirements as set out in the Call Off Contract;
"Test Plan"	means a plan: a) for the Testing of the Deliverables; and b) setting out other agreed criteria related to the achievement of Milestones, as described further in paragraph 4 of Call of Schedule 5 (Testing);
"Test Strategy"	means a strategy for the conduct of Testing as described further in paragraph 3 of Call Off Schedule 5 (Testing);
"Tests and Testing"	means any tests required to be carried out pursuant to this Call Off Contract as set out in the Test Plan or elsewhere in this Call Off Contract and "Tested" shall be construed accordingly;
"Third Party IPR"	means Intellectual Property Rights owned by a third party which is or will be used by the Supplier for the purpose of providing the Services;
"Transferring Customer Employees"	those employees of the Customer to whom the Employment Regulations will apply on the Relevant Transfer Date;
"Transferring Former Supplier Employees"	in relation to a Former Supplier, those employees of the Former Supplier to whom the Employment Regulations will apply on the Relevant Transfer Date;
"Transferring Supplier Employees"	means those employees of the Supplier and/or the Suppliers Sub-Contractors to whom the Employment Regulations will apply on the Service Transfer Date.
"Transparency Principles"	has the meaning given to it in Framework Schedule 1 (Definitions);
"Transparency Reports"	means the information relating to the Services and performance of this Call Off Contract which the Supplier is required to provide to the Authority in accordance with the reporting requirements in Schedule 13;
"Undelivered Goods"	has the meaning given to it in Clause 9.4.1 (Goods);
"Undelivered Goods and/or Services"	has the meaning given to it in Clause 8.4.1 (Goods and/or Services);
"Undisputed Sums Time Period"	has the meaning given to it Clause 42.1.1 (Termination of Customer Cause for Failure to Pay);
"Valid Invoice"	means an invoice issued by the Supplier to the Customer that complies with the invoicing procedure in paragraph 7

	(Invoicing Procedure) of Call Off Schedule 3 (Call Off Contract Charges, Payment and Invoicing);
"Variation"	has the meaning given to it in Clause 22.1 (Variation Procedure);
"Variation Form"	means the form set out in Call Off Schedule 12 (Variation Form);
"Variation Procedure"	means the procedure set out in Clause 22.1 (Variation Procedure);
"VAT"	has the meaning given to it in Framework Schedule 1 (Definitions);
"Warranty Period"	means, in relation to any Goods, the warranty period specified in the Call Off Order Form;
"Worker"	means any one of the Supplier Personnel which the Customer, in its reasonable opinion, considers is an individual to which Procurement Policy Note 08/15 (Tax Arrangements of Public Appointees) https://www.gov.uk/government/publications/procurement-policy-note-0815-tax-arrangements-of-appointees applies in respect of the Services.
"Working Day"	means any day other than a Saturday or Sunday or public holiday in England and Wales unless specified otherwise by Parties in this Call Off Contract.

CALL OFF SCHEDULE 2: THE SERVICES

1. INTRODUCTION

1.1 This Call Off Schedule 2 specifies the goods and services to be provided under this Call Off Contract, in Annex 1.

ANNEX 1: THE SERVICES

1.1 GQL LOGISTICS SERVICE

1.1.1 The Supplier will:

- 1.1.1.1 Provide secure courier services to collect packages of completed student exam scripts from named GQ exam centres around England, and deliver them, to either designated markers or SBs, as requested by the AOs, throughout the UK. A small number of deliveries (108 for 16/17) may be required to overseas destinations, e.g. the Channel Islands, Eire, or European countries.
- 1.1.1.2 Provide a GQL service account team to manage the work and plan the collections for each exam series in conjunction with the Authority and the Awarding Organisations (AOs);
- 1.1.1.3 Fully track all completed exam script packages from initial collection from exam centre, at key points within the network, to delivery to designated markers (or other destination/recipient), evidenced by management information and proofs of delivery;
 - (a) Residential deliveries will require a signature
 - (b) Deliveries to SBs can be scanned as one consignment for proof of deliver
- 1.1.1.4 The Supplier will use data referred to as advance tracking information from their File Transfer Protocol (FTP) which is a shared file space where documents can be shared between parties, in order to plan and execute collections. AOs will upload the advance tracking information to the Supplier's FTP.
- 1.1.1.5 The Supplier will agree the data format with the Authority and ensure the data is transferred securely. **Note:** Advance tracking information comprises the data of all packages to be collected from each exam centre, usually in the coming week, and includes delivery addresses and postcodes. It also includes the date of each exam (if paper is a set date) and coursework dates
- 1.1.1.6 The Supplier will make all collections in the agreed timeslot for each centre.
- 1.1.1.7 Communications:
 - (a) The Supplier will provide communications and (where required) training, to every depot in advance of the first collection to ensure that all points of contact understand the requirements for handling the Authority's GQL packages.
 - (b) The Supplier will share all training material issued to depots and staff with the Authority. The material will ensure that all drivers are clear on the specifics of the Authority's requirements.
- 1.1.1.8 The Supplier will provide the Authority with a Dispatch Log that it will make available via Gov.uk for exam centres to download and collect a signature from the courier driver as proof of collection.
- 1.1.1.9 The Supplier will scan all package labels on collection, and provide a full track-and-trace service for all collections and deliveries. complete with

supporting MI and proof of delivery in line with the requirements set out in this document

- 1.1.1.10 The Supplier will consolidate deliveries to SBs, with one delivery a day to each SB at a time to be agreed with each SB and AO.
- 1.1.1.11 The Supplier will agree the presentation of materials for delivery i.e. palletised/in cages etc. with the SBs, AOs, and the Authority in advance.
- 1.1.1.12 The Supplier will maintain good relations with the SBs and have an understanding of how their business works, in order to facilitate smooth deliveries.
- 1.1.1.13 The Supplier will make deliveries to marker residential addresses Monday to Friday 09:00-17:00hrs, and Saturday mornings 09:00-13:00hrs.
- 1.1.1.14 If a package cannot be delivered, the Supplier will ensure that a card is left at the delivery address with details for the marker to call to arrange another delivery attempt, or alternative collection arrangement.
- 1.1.1.15 The Supplier will securely hold packages that cannot be delivered after 3 delivery attempts at the Supplier's depots for up to 16 days. Thereafter, the Supplier will redirect the packages to the respective AO.
- 1.1.1.16 The Supplier will allow markers to collect their packages from the Supplier's depots if they have been "carded" following an unsuccessful delivery attempt.
- 1.1.1.17 The Supplier will provide centres with the means to make collection booking requests in advance and during an exam series via an online digital service and via a service helpdesk.
 - (a) Helpdesk hours: Monday to Friday 08:00-18:00hrs except bank holidays, and Saturday 08:00-13:00hrs.
 - (b) Helpdesk call volumes can be found in section 10. During the summer exam series call volumes peak for a variety of reasons
 - (c) Below are examples of the main call types:
 - (i) Collection Request;
 - (ii) Collection Due Today;
 - (iii) Report Failed Collection;
 - (iv) Time Window Query;
 - (v) Scheduled Centre Queries;
 - (vi) Chasing Delivery;
 - (vii) Redelivery / Redirection;
 - (viii) Depot Queries;
 - (ix) Labels/Packaging;
 - (x) Dispatch Log;
 - (xi) Examiner Address Change;
 - (xii) Post Office Queries;
 - (xiii) Cancel Collection;
 - (xiv) Complaints;
 - (xv) AO Feedback;

- 1.1.1.18 The Supplier will manage all exam centre queries, complaints and bookings via the helpdesk.
- 1.1.1.19 For smaller exam series, collections will be arranged by the exam centres using the booking service detailed in section 6.1.1.29.
- 1.1.1.20 For the largest exam series held over summer, the Supplier will contact exam centres that meet the criteria (provided by the Authority) to confirm scheduled collections, where they have 3 or more in any week of the exam series throughout the exam period, as detailed in section 6.1.1.31. See Annex B for inbound call volumes.
- 1.1.1.21 The Supplier will ensure all inbound calls are recorded and MI detailing the volume of calls against forecast, grade of service and call type should be provided to the Authority daily. For information - previous booking volumes as follows:

Term	Number of Bookings
October 2016	5077 centres booked 9640 collections
November 2016	2955 centres booked 4353 collections
January March 2017	3671 centres booked 5995 collections
Summer series 2017	11513 centres booked 14732 collections
July series 2017	365 centres booked 420 collections

- 1.1.1.22 The Supplier will comply with the agreed GQL 'Yellow Label' Logistics Service Incident Management Plan.
- 1.1.1.23 The Supplier will investigate and resolve operational exceptions, e.g. missing packages, should any occur;
- 1.1.1.24 The Supplier will establish links between parties during mobilisation to transfer data and tracking information;
- 1.1.1.25 The Supplier will use the transferred data to produce address labels;
- 1.1.1.26 The Supplier will provide address labels to the AOs for issue to exam centres to be used when dispatching student scripts - which will:
- (a) Allow the Supplier to track and trace script packages once received into its logistics system; and to
 - (b) Allow the Supplier to share real-time script package tracking information with the Authority on request.
- 1.1.1.27 **Packaging Design and Communications for GQL Logistics Service**
- (a) The Supplier will support the Authority in the design of packaging for safely delivering test scripts to SBs for marking.

This will include the address labels containing parcel tracking barcodes;

- (b) The Supplier will provide a unique consignment number range to each AO for each exam series;
- (c) The Supplier will work with the Authority to prepare communications, detailing key information for each exam series, which the Authority will issue to exam centres;
- (d) The Supplier will ensure that their internal communications and website reflects the latest information and processes.

1.1.1.28 Series Package Collection and Delivery Forecasts Reporting for GQL Logistics Service

- (a) The Supplier will produce a package collection and delivery forecast for each exam series. The source data for this will come from the GQLA system, which is managed by the Authority;
- (b) The Supplier will populate the forecast with actuals and supply to the Authority on a daily basis as management information to evidence progress.

1.1.1.29 Facility for Centre Booked Collections for GQL Logistics Service:

- (a) The Supplier will provide a helpdesk for exam centres to make collection bookings and will provide a means of booking via a website.
- (b) The Supplier will ensure that bookings made are collected during 2-3 hour windows from Monday to Friday.
- (c) The Supplier's online booking system must:
 - (i) Accept the NCN Database extract with minimal manipulation by the Authority;
 - (ii) As a minimum, ensure that the NCN Database extract contains the following fields:
 - (1) NCN number;
 - (2) Contact title;
 - (3) Centre name;
 - (4) Address 1;
 - (5) Address 2;
 - (6) Address 3;
 - (7) Address 4;
 - (8) Address 5;
 - (9) Post Code;
 - (10) Phone;
 - (11) Fax;
 - (12) Email.

- (iii) Actively / regularly update to ensure the NCN information is current;
 - (iv) Allow the user to record their contact information against the booking, should it be different to the NCN information;
 - (v) Validate and retrieve a centre's information using the NCN number and postcode;
 - (vi) Allow the user to book a specific date and time slot, and record special delivery instructions;
 - (vii) Allow a user to specify the number of parcels they will have for collection;
 - (viii) Generate a confirmation email to the user;
- (d) The Supplier will provide daily MI to the Authority showing all collection bookings made by day against the total number of centre booked collections.
- (e) The Supplier will provide MI post series on the number of actual centre booked collections against the number of forecasted centre booked collections. This will allow the Authority to identify if centres are booking collections who are not eligible. A list of eligible centres will be shared by the Authority for each exam series.
- 1.1.1.30 Throughout other exam series, where volumes are smaller, schools book their own collections.
- 1.1.1.31 **Booking Scheduled Collection timeslots with exam centres (summer exam series only) for GQL Logistics Service:**
- (a) The Supplier will contact all eligible exam centres (list provided by the Authority) a minimum of one week before the start of the main exam series to schedule a 2-3 hour collection timeslot;
 - (b) The Supplier will make daily collections (Monday to Friday) during the exam series, within the agreed timeslot;
 - (c) The Supplier will attempt to contact each exam centre scheduled for a collection 3 times per exam series to arrange a collection timeslot (if contact is made and a collection time is agreed on the first attempt, the further 2 attempts are not required).
 - (d) If the Supplier is unable to make any contact with the exam centre, the exam centre will call the helpdesk to make a booking or book online.
- 1.1.1.32 **Package specification – The Supplier will manage packages for the GQL service in line with the following specification :**
- (a) Packaging is supplied by each of the AOs and is currently a strong plastic self-sealing bag with a yellow label attached (hence, the term 'Yellow Label' service). Sometimes this self-sealing bag may contain a box for single student exam or other scripts.

- (b) Average package dimensions will be c.50cm x c.40cm x c.5-15cm. The largest packages should not usually exceed 50cm x 40cm x 20-25cm.
- (c) The majority of student exam scripts will be A4 size but a script may comprise of a single sheet of paper, a 30 page document, or comprise electronic media such as a USB drive or CD/DVD.
- (d) Approximately 4-5% of packages will be very thin and light – i.e. they are of thickness of less than 3cm and weigh less than 0.5kgs. As a result these may not be suitable for an automated package/mail sortation process, with packages therefore requiring manual sorting to negate losses.
- (e) The average weight of a package will usually be in the 1-5 kg range, with a maximum weight of approximately 8kgs.

1.2 NCA TEST MATERIALS (SCHOOLS DELIVERY) LOGISTICS SERVICE

- 1.2.1 The Supplier will collect NCA Test Materials from the Collation Provider and securely deliver on-time to designated recipients, adhering to the agreed KPI, without loss, damage or breach of confidentiality to test centres and other named recipients (as designated by The Authority).
- 1.2.2 The majority of packages for KS1, KS2 and Phonics will be delivered to schools on a next day service.
- 1.2.3 For KS2, a small quantity of packages will be delivered on a next day “timed” and same day service as below:
 - 1.2.3.1 Next day guaranteed pre 12:00 hrs (noon) - Dispatches on the Thursday immediately before the KS2 test window – Guaranteed deliver pre 12:00 hrs (noon) on Friday;
 - 1.2.3.2 Next day guaranteed pre 10:00 hrs - Dispatches on the Friday immediately before the KS2 test week, and dispatches on the Monday and Tuesday of the test window – Guaranteed pre 10:00 hrs on the next school working day
 - 1.2.3.3 Same Day service – delivery within 3 hours of the Authority’s request.
 - 1.2.3.4 The Supplier will provide a same day delivery service (Monday – Friday) for the KS2 distribution in order to mitigate against unforeseen circumstances such as damaged goods and/or additional materials required. (KS1 and PSC are available to download electronically).
 - 1.2.3.5 Schools will notify the Authority before 10:00 hrs of any Same Day requirements. The Authority will then instruct the Supplier of any Same Day deliveries as and when they are received. (See Annex E for Same Day Delivery Process.)
- 1.2.4 The above services are required as the Authority will provide the Collation Supplier with updates to the school order data on a daily basis following the main KS2 dispatch.
- 1.2.5 The Supplier will provide a full track and trace service complete with supporting MI and proof of delivery for all collections and deliveries.

- 1.2.6 The Supplier will provide the Authority with access to an interface with the Supplier's MI systems directly in order to pull off progress reports:
- 1.2.6.1 Failing this, as a minimum, MI will be required daily at 09:00hrs, followed by a report at 11:00hrs, showing package tracking MI for all collections and deliveries from 21:00hrs the previous day. Along with this the Supplier is to provide the Authority with an interface to its website where package tracking MI and proof of delivery can be obtained by the Authority on an individual item basis, and;
 - 1.2.6.2 The Supplier will comply with the Authorities Logistics Incident Log (LiL) (this involves installing IT systems software and following a specified escalation procedure – to be provided by the Authority following contract award) to manage and input to any incidents that occur during collection/deliveries.
- 1.2.7 The Authority will arrange for the Collation Provider to supply the Supplier with up to 30 copies of each test pack for additional orders.
- 1.2.8 The Supplier will:
- 1.2.8.1 Ensure that, at all times during transit and storage, NCA Test Materials are stored securely as per section 17;
 - 1.2.8.2 Use access controlled areas with entry restricted to approved personnel e.g. the depot manager;
 - 1.2.8.3 Provide a service account team to manage the work and plan the collection and delivery of materials to/from schools in conjunction with the Authority and its Collation Provider;
 - 1.2.8.4 Provide the courier service to collect NCA Test Materials packages from the Authority's Collation Provider and deliver them to the participating schools according to the agreed delivery plan;
 - 1.2.8.5 Provide a same day delivery service to ensure KS2 materials can be delivered to any English schools within 3 (Three) hours of the Authority notifying the Supplier during the KS2 test window, without loss or damage in transit;
 - 1.2.8.6 Investigate and resolve all operational exceptions, e.g. missing or damaged packages;
 - 1.2.8.7 Provide the Authority with the required/specified management information (MI), including test materials package-tracking information, to evidence service delivery and quality of service;
 - 1.2.8.8 Establish links with the NCA test materials Collation Provider and the Authority to set up their IT Information Management (IM) systems so that they can share securely advance tracking information, and other service data (e.g. delivery status to inform helpdesk queries) directly;
 - 1.2.8.9 Agree a means of securely sharing data / information with the Authority's NCA Test Materials Collation Provider to allow them to produce address labels and to share test materials package-tracking information;
 - 1.2.8.10 Ensure that all packages are managed securely, fully tracked and reconciled with the advance tracking information as soon as they are delivered in to depots. The Supplier will provide a mechanism to achieve this and a means to identify and manage issues;

- 1.2.8.11 Facilitate secure collections of pallets (see section 10 for volumes) of NCA test materials by exchanging data with the Collation Provider in the times and format set out below:

Data exchange: collections from the Collation Provider	
-30 days	Supplier will provide post codes by depot to Collation provider
-30 days	Supplier will provide consignment numbers to Collation provider (the Authority will specify how many are required)
-18 days	The Authority provides collation data to Collation Provider
-15 days	Supplier will provide carton estimates by depot to Collation Provider to facilitate planning
-12 days	Supplier will send spread sheet back to Collation Provider showing how many cartons they want per depot per day
-8 days	Collation Provider confirms how many pallets per depot per day to the Supplier
-5 days	Supplier will provide a trailer schedule showing collection times and which depot's pallets they want on each trailer.
Dispatch	Collation Provider uploads advance tracking information to the Supplier's system and supplies a spread sheet of consignment data to the Suppliers account team and The Authority.

- 1.2.8.12 Transport the pallets through their network until reaching the depot/facility servicing final leg deliveries, where they are then broken down further into packages for individual school delivery;
- 1.2.8.13 Ensure all packages are handled with due care and attention. Any packages that become damaged in transit must be held at the point of discovery and the Authority alerted as per the Incident Management Plan. No damaged packages are to be delivered to schools;
- 1.2.8.14 Return packages to the Collation Provider on the Authority's request;
- 1.2.8.15 The Authority will provide additional consignment data to the Collation Provider on a daily basis which will generate additional dispatches, i.e. required "Timed & Same Day services;
- 1.2.8.16 Liaise with the Collation Provider daily to confirm additional dispatches and ensure delivery is completed the same day of notification for KS2 packages as outlined above;
- 1.2.8.17 Work with the Collation Provider to verify they can print consignment labels that accurately reproduce the Supplier's tracking information.
- 1.2.9 **Planning between the Supplier and the Collation Provider:**
- 1.2.10 Outlined below are the steps the Supplier will be required to undertake with the Agency's Collation Provider to ensure the successful planning of test materials deliveries:

- 1.2.10.1 The Supplier will provide the Collation Provider with approximately 35,000 (KS1) 40,000 (KS2) 17,000 (Phonics) consignment numbers with ranges unique to each test type;
- 1.2.10.2 The Supplier will supply a copy of the latest postcodes by depots via an excel spread sheet to the Authority and the Collation Provider;
- 1.2.10.3 The Collation Provider calculates the number of cartons each school requires using data supplied by the Authority;
- 1.2.10.4 The Collation Provider then uses the postcodes by depot spread sheet to calculate the total number of cartons required per depot;
- 1.2.10.5 The Supplier will analyse the data and determine how many boxes of each type of test materials is required by depot per day and supply this information to the Collation Provider;
- 1.2.10.6 The Collation Provider will use this information to calculate the number of pallets that will be delivered to each depot per day. The Collation Provider supplies this information back to the Supplier to plan their trailer schedule;
- 1.2.10.7 The Supplier provides the trailer schedule to the Authority and Collation Provider at least one week in advance of the first planned collection;
- 1.2.10.8 The Collation Provider ensures that all consignments are prepared as per section 6.2.13;
- 1.2.10.9 The Collation Provider supplies advance tracking information to the Supplier which will detail the number of consignments the Supplier will track through their network.

1.2.11 Communications

- 1.2.11.1 The Supplier will provide communications and (where required) training, to every depot in advance of the first collection to ensure that all points of contact understand the Authority’s package handling requirements.
- 1.2.11.2 The Supplier will share all training material issued to depots and staff with the Authority. These material will ensure that all drivers are clear as to the specifics of the Authority’s requirements.

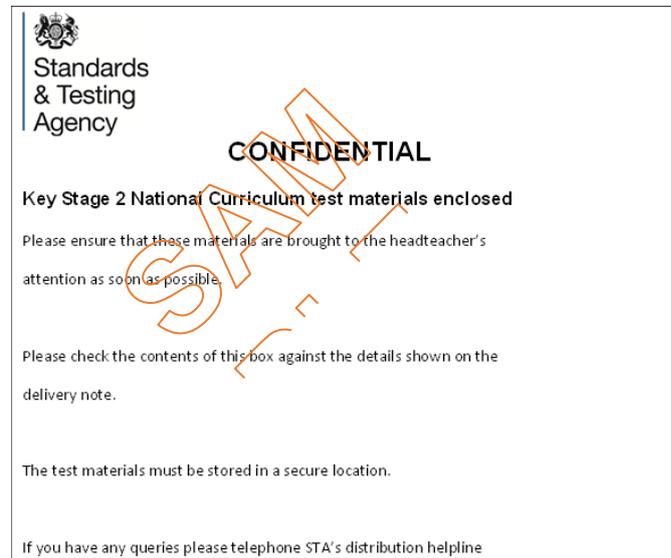
1.2.12 Carton Presentation:

- 1.2.12.1 Carton types (to be provided by the Collation Provider) - examples of the 3 carton types used for the 2017 key stage tests are set out below – note: all cartons were sealed and all edges re-enforced with the Authority’s branded tape:

Test materials	Depth (mm)	Width (mm)	Height (mm)	Remarks
Standard tests 1	305	229	229	Single walled bc flute
Standard tests 2	305	229	<229	Single walled bc flute “cut down” carton
Modified tests 1	385	285	<140	Single walled bc flute “cut down” carton

- 1.2.12.2 Address labels - the Collation Provider will affix an address label to each carton that includes the tracking barcodes and related information.

- 1.2.12.3 Confidentiality labels - the Collation Provider will affix a coloured confidentiality label to each carton. For 2017 colouration was as follows: bright purple = KS1, bright green = KS2, and bright pink = PSC.
- 1.2.12.4 The use of coloured labels is to help the Authority's personnel, Supplier and schools to identify which test the cartons relate to, and therefore their handling arrangements. An example of this label is provided below for KS2 although they will be test subject specific:



- 1.2.13 **Palletisation of the Materials (see tables in Annex D for details of distributions)**
- 1.2.13.1 The Supplier will distribute the pallets as follows:
- (a) For distributions 4 and 5, consignments will not be palletised for dispatch. The Authority and/or Collation Provider, on a daily basis, will inform the Supplier by 16:00hrs of any consignments requiring collection.
 - (b) For distributions 1, 2, 3 and 6, consignments will be palletised for dispatch. Each pallet will be shrink wrapped with an A4 label applied to the side and top of each pallet showing the destination depot, collection date and number of cartons on the pallet. The Pallets are then dismantled at the destination depot for individual Package distribution.
- 1.2.14 The Collation Provider will facilitate the attendance onsite of the Supplier's personnel in the days running up to the first collection to enable the Collation Provider's personnel to apply pallet labels to each pallet and to instruct the Collation Provider in trailer loading.
- 1.2.15 In order to mitigate potential losses, the Supplier will be required to provide the Collation Provider with the pallets required for a distribution. Pallet requirements should be known in March for both KS1 and KS2; and, in May for PSC, when the pallet breakdown by depot is provided by the Collation Provider to the Supplier.
- 1.2.16 The Collation Provider will load the pallets on to each trailer in the order specified by the Supplier's colleagues on site. Pallets will be loaded length ways to maximise the space between each line of pallets inside each trailer.
- 1.2.17 Responsibilities for consignments - on collection of packages from the Collation Provider, the Supplier will have full responsibility for the following:

- 1.2.18 The Container (i.e. a completed shrink-wrapped pallet). The Supplier will be responsible from pickup until delivery, for the safe and secure delivery of the Container from the Collation Provider to the pre-defined depot where this is broken down into packages for onward delivery.
- 1.2.18.1 The package (i.e. any labelled consignment package listed in the advance tracking information and held in a Container).
- 1.2.18.2 If a package is not reconciled the Supplier will use all resource available to aid the Authority in locating any missing item including;
- (a) the transfer of packages from the Collation Provider to the Supplier;
 - (b) and/or resolving issues from within the advance tracking information feed. For example, where a barcode has been scanned twice and generated a 'ghost package'.
- 1.2.18.3 The Supplier will identify all missing packages within 24hr of collection.
- 1.2.19 For standard delivery packages, the Supplier will deliver packages on the next school working day following the day of collection (Day 1), Monday to Friday, excluding bank holidays.
- 1.2.20 Where items are not successfully delivered on Day 1, the Supplier will deliver the packages on the next school working day (Day 2).
- 1.2.21 All delivery attempts will be subject to school opening hours.

1.3 **MOBILISATION/IMPLEMENTATION FOR NCA AND GQL SERVICES**

- 1.3.1 There will be a period of mobilisation/implementation for both NCA and GQL services between Contract Award in May 2018 and Contract Commencement on 1st September 2018. This period will allow for the following activities:
- 1.3.2 The Supplier will meet with the AOs and the Collation Provider to establish working relationships;
- 1.3.3 The Supplier will work with the Authority, AOs and the Collation Provider to plan and execute contract implementation activities.
- 1.3.4 The Supplier will ensure that management systems/processes between the AOs and the Collation Provider are linked to ensure that labels can be printed and advanced tracking information is provided.
- 1.3.5 The Supplier will test the labels the AOs and Collation Provider print to demonstrate they can apply the correct tracking information and are the correct format for the Supplier;
- 1.3.6 The Supplier will create/supply any supporting documents that the Authority require to publish on Gov.UK, e.g. dispatch log etc.;
- 1.3.7 The Authority will upload the Supplier's depot postcodes to GQLA in the agreed format or amend the system as required and test GQLA outputs e.g. Package Volume report (Series Forecast) and the Depot Report (participating examination centres)
- 1.3.8 The Supplier will familiarise themselves with and use the Authorities' Logistics Incident Log (LiL). The Authority will work with the Supplier to provide access to this system and to train staff on this system post award;
- 1.3.9 The Supplier will build/configure management information reports and provide these to the Authority for signoff.

- 1.3.10 Due to the critical nature of services the Supplier will ensure all mobilisation activity must be fully complete by w/c 13th August 2018.
- 1.3.11 Governance for Both NCA and GQL During Exam Series:
- 1.3.12 KS1 & KS2

Meeting	Agenda	When (During Series)	Who	Where
Project review	Progress reports Project amendments Risks and issues Lessons learned	Thursday (Time tbc with supplier) March to April	Authority and Logistics Provider representatives	Teleconference or Authority premises
Distribution progress	Distribution progress update Review of incidents log and actions	Daily (Time tbc with suppliers) March to May inclusive	Authority, Collation and Logistics provider representatives	Teleconference
Lessons learned	Review of performance Identification of risks and lessons learnt to inform phonics project	May	Authority, Collation and Logistics provider representatives	Authority premises
KPI finalisation	Review of KPIs to reflect any changes following order amendments / additions collated and dispatched after May.	July	Authority and Logistics Provider representatives	Authority premises

Phonics

Meeting	Agenda	When (During Series)	Who	Where
Weekly project review	Progress reports Project amendments Risks and issues Lessons Learned	Weekly, Thursdays May – June inclusive	Authority and Logistics Provider representatives	Teleconference or Authority premises
Phonics distribution daily ops. call	Distribution progress update Review of incidents log and actions	Daily in June inclusive (13:00–13:30hrs)	Authority, Collation and Logistics provider representatives	Teleconference (numbers to be confirmed)
Post bulk collation and distribution review meeting	Review of performance Identification of risks and lessons learned to inform future projects	June	Authority, Collation and Logistics provider representatives	Authority premises
KPI finalisation	Review of KPIs to reflect any changes following order amendments / additions collated and dispatched after June.	July	Authority and Logistics Provider representatives	Authority premises

GQL

Meeting	Agenda	When	Who	Where
Yellow Label service checkpoint calls	Progress reports Forecasting Risks and issues Review of incidents and actions	Tuesdays and Thursdays at 11:00hrs. Daily at 11:00hrs during peak periods if required.	Authority and Logistics Provider representatives	Teleconference
Yellow Label service Management calls	Progress reports Forecasting Risks and issues Lessons learned Exam series mobilisation	Bi-weekly at 09:30hrs	Authority, Logistics Provider and AO representatives	Teleconference
Joint lessons learned with Awarding Organisations and Logistics Provider	Review of performance Identification of risks and lessons learned to inform future series Continuous improvement	September	Authority, Logistics Supplier and AO representatives	Authority / Logistics Provider premises
KPI finalisation	Review of exam series KPIs.	One month following the closure of an examseries	Authority and Logistics Provider representatives	Teleconference

1.4 KEY MILESTONES

1.4.1 The Supplier should note the following project milestones that the Authority will measure the quality of delivery against:

Milestone	Description	Timeframe
1	Mobilisation with the Authority and the AOs	Within 4 months of Contract Award and before 1 September 2018
2	Completion of the DSAM	Date to be agreed upon Contract Award
3	Mobilisation with AOs in advance of an exam series	Within 2-4 weeks of an exam series

1.5 AUTHORITY'S RESPONSIBILITIES

- 1.5.1 The Authority will work with the Supplier to develop and finalise the Implementation Plan.
- 1.5.2 The Authority will provide the Supplier with details of the Operations and Contracts Managers following contract award.
- 1.5.3 The Operations Manager will lead review meetings to manage and monitor the performance of the contract.
- 1.5.4 The Authority will facilitate the relationship between the Supplier and the AOs.
- 1.5.5 The Authority will pay undisputed invoices within 30 days.
- 1.5.6 The Authority will provide the Supplier with the following details:
- 1.5.7 Named Operations Managers and Contract Manager;
- 1.5.8 Contact information of the Authority and the Collation Provider;

- 1.5.9 Authority escalation point;
- 1.5.10 Digital Assets, including electronic data and key dates for operational planning outlined in the Memorandum of Understanding (an agreement which details details the key requirements and procedures to be followed by the Customer, AOs and the Supplier.
- 1.5.11 The Authority will appoint a named exit manager prior to exit activities taking place.

1.6 REPORTING

- 1.6.1 The table below details Management Information (MI) and frequency that is required for both the GQL 'Yellow Label' service and the NCA Test Materials distribution service:
- 1.6.2 GQL MI should be provided to a dedicated GQL service email address, which will be supplied upon contract award.
- 1.6.3 NCA MI should be sent to the Authority's Print and Logistics Team via the NCA service collaboration portal which the Supplier will be given access to allow the Authority and Supplier to share information.

MI type	Action	By 10:00hrs daily (unless otherwise specified)
NCA Test Materials Logistics		
RAID Log	Complete template supplied	Completed and reviewed in weekly project meetings.
KS1, KS2 and PSC collection and delivery progress MI	Complete agreed template	MI will be required twice, once a day at 09:00hrs and a report at 11:00hrs, showing the scanning information for all collections and deliveries along with latest status from 21:00hrs the previous day. The MI will be required throughout the delivery period.
KS1, KS2 and PSC MI	Complete agreed template – see Annex F	Daily at 11:00hrs during the delivery period
GQL 'Yellow Label Logistics'		
Risks, Assumptions, Issues and Dependencies (RAID) Log (See Section 20.1.2)	Complete template supplied*	Completed and reviewed in weekly project meetings.
GQL Quality of service report	Format to be agreed	Weekly
GQL Package volume report, Helpdesk report & exception report, collection bookings MI	Format to be agreed	Daily during the examination series

- 1.6.4 The Supplier will supply sample MI templates, based on the Authority's requirements following contract award.

1.7 QUALITY

- 1.7.1 The Potential Provider shall have sufficient quality standards in place or be working towards accreditation. This would ideally be ISO 9001 (Quality Management Systems) and ISO 27001 (Information Security) and attained within 3 months of contract award.

- 1.7.2 The Potential Provider shall undertake a self-assessment against, and comply with the Departmental Security Assurance Model (DSAM) <https://www.gov.uk/government/publications/government-supplier-assurance-framework>.

CALL OFF SCHEDULE 3: CALL OFF CONTRACT CHARGES, PAYMENT AND INVOICING

1. DEFINITIONS

1.1 The following terms used in this Call Off Schedule 3 shall have the following meaning:

"Reimbursable Expenses"	means the reasonable out of pocket travel and subsistence (for example, hotel and food) expenses, properly and necessarily incurred in the performance of the Services, calculated at the rates and in accordance with the Customer's expenses policy current from time to time, but not including: <ul style="list-style-type: none">a) travel expenses incurred as a result of Supplier Personnel travelling to and from their usual place of work, or to and from the premises at which the Services are principally to be performed, unless the Customer otherwise agrees in advance in writing; andb) subsistence expenses incurred by Supplier Personnel whilst performing the Services at their usual place of work, or to and from the premises at which the Services are principally to be performed;
"Review Adjustment Date"	has the meaning given to it in paragraph 10.1.2 of this Call Off Schedule 3;
"Supporting Documentation"	means sufficient information in writing to enable the Customer to reasonably assess whether the Call Off Contract Charges, Reimbursable Expenses and other sums due from the Customer under this Call Off Contract detailed in the information are properly payable.

2. GENERAL PROVISIONS

2.1 This Call Off Schedule 3 details:

- 2.1.1 the Call Off Contract Charges for the Services under this Call Off Contract; and
- 2.1.2 the payment terms/profile for the Call Off Contract Charges;
- 2.1.3 the invoicing procedure; and
- 2.1.4 the procedure applicable to any adjustments of the Call Off Contract Charges.

3. CALL OFF CONTRACT CHARGES

3.1 The Call Off Contract Charges which are applicable to this Call Off Contract are set out in Annex 1 of this Call Off Schedule 3.

3.2 The Supplier acknowledges and agrees that:

- 3.2.1 in accordance with paragraph 2 (General Provisions) of Framework Schedule 3 (Framework Prices and Charging Structure), the Call Off Contract Charges can in no event exceed the Framework Prices set out in Annex 3 to Framework Schedule 3 (Framework Prices and Charging Structure); and

- 3.2.2 subject to paragraph 8 of this Call Off Schedule 3 (Adjustment of Call Off Contract Charges), the Call Off Contract Charges cannot be increased during the Call Off Contract Period.

4. COSTS AND EXPENSES

- 4.1 Except as expressly set out in paragraph 5 of this Call Off Schedule 3(Reimbursable Expenses),] the Call Off Contract Charges include all costs and expenses relating to the Services and/or the Suppliers performance of its obligations under this Call Off Contract and no further amounts shall be payable by the Customer to the Supplier in respect of such performance, including in respect of matters such as:
- 4.1.1 any incidental expenses that the Supplier incurs, including travel, subsistence and lodging, document or report reproduction, shipping, desktop or office equipment costs required by the Supplier Personnel, network or data interchange costs or other telecommunications charges; or
- 4.1.2 any amount for any services provided or costs incurred by the Supplier prior to the Call Off Commencement Date.

5. REIMBURSEABLE EXPENSES

- 5.1 If the Customer has so specified in the Call Off Order Form, the Supplier shall be entitled to be reimbursed by the Customer for Reimbursable Expenses (in addition to being paid the relevant Call Off Contract Charges under this Call Off Contract), provided that such Reimbursable Expenses are supported by Supporting Documentation. The Customer shall provide a copy of their current expenses policy to the Supplier upon request.

6. PAYMENT TERMS/PAYMENT PROFILE

- 6.1 The payment terms/profile which are applicable to this Call Off Contract are set out in Annex 2 of this Call Off Schedule 3.

7. INVOICING PROCEDURE

- 7.1 The Customer shall pay all sums properly due and payable to the Supplier in cleared funds within thirty (30) days of receipt of a Valid Invoice, submitted to the address specified by the Customer in paragraph 7.5 of this Call Off Schedule 3 and in accordance with the provisions of this Call Off Contract.
- 7.2 The Supplier shall ensure that each invoice (whether submitted electronically through a purchase-to-pay (P2P) automated system (or similar) or in a paper form, as the Customer may specify (but, in respect of paper form, subject to paragraph 7.3 below)):
- 7.2.1 contains:
- (a) all appropriate references, including the unique order reference number set out in the Call Off Order Form; and
 - (b) a detailed breakdown of the Delivered Services, including the Milestone(s) (if any) and Deliverable(s) within this Call Off Contract to which the Delivered Services relate, against the applicable due and payable Call Off Contract Charges; and
- 7.2.2 shows separately:
- (a) any Service Credits due to the Customer; and

- (b) the VAT added to the due and payable Call Off Contract Charges in accordance with Clause 23.2.1 of this Call Off Contract (VAT) and the tax point date relating to the rate of VAT shown; and
- 7.2.3 is exclusive of any Management Charge (and the Supplier shall not attempt to increase the Call Off Contract Charges or otherwise recover from the Customer as a surcharge the Management Charge levied on it by the Authority); and
- 7.2.4 it is supported by any other documentation reasonably required by the Customer to substantiate that the invoice is a Valid Invoice.
 - 7.3 If the Customer is a Central Government Body, the Customer's right to request paper form invoicing shall be subject to procurement policy note 11/15 (available at [Procurement policy note 11/15: unstructured electronic invoices - Publications - GOV.UK](#) which sets out the policy in respect of unstructured electronic invoices submitted by the Supplier to the Customer (as may be amended from time to time).
 - 7.4 The Supplier shall accept the Government Procurement Card as a means of payment for the Services where such card is agreed with the Customer to be a suitable means of payment. The Supplier shall be solely liable to pay any merchant fee levied for using the Government Procurement Card and shall not be entitled to recover this charge from the Customer.
 - 7.5 All payments due by one Party to the other shall be made within thirty (30) days of receipt of a Valid Invoice unless otherwise specified in this Call Off Contract, in cleared funds, to such bank or building society account as the recipient Party may from time to time direct.
 - 7.6 The Supplier shall submit invoices directly to the Customer's billing address set out in the Call Off Order Form.

8. ADJUSTMENT OF CALL OFF CONTRACT CHARGES

- 8.1 The Call Off Contract Charges shall only be varied:
 - 8.1.1 due to a Specific Change in Law in relation to which the Parties agree that a change is required to all or part of the Call Off Contract Charges in accordance with Clause 22.2 of this Call Off Contract (Legislative Change);
 - 8.1.2 in accordance with Clause 23.1.4 of this Call Off Contract (Call Off Contract Charges and Payment) where all or part of the Call Off Contract Charges are reduced as a result of a reduction in the Framework Prices;
 - 8.1.3 where all or part of the Call Off Contract Charges are reduced as a result of a review of the Call Off Contract Charges in accordance with Clause 18 of this Call Off Contract (Continuous Improvement);
 - 8.1.4 where all or part of the Call Off Contract Charges are reduced as a result of a review of Call Off Contract Charges in accordance with Clause 25 of this Call Off Contract (Benchmarking);
 - 8.1.5 where all or part of the Call Off Contract Charges are reviewed and reduced in accordance with paragraph 9 of this Call Off Schedule 3;
 - 8.1.6 where a review and increase of Call Off Contract Charges is requested by the Supplier and Approved, in accordance with the provisions of paragraph 10 of this Call Off Schedule 3; or
- 8.2 Subject to paragraphs 8.1.1 to 8.1.5 of this Call Off Schedule 3, the Call Off Contract Charges will remain fixed for the number of Contract Years specified in the Call Off Order Form.

9. SUPPLIER PERIODIC ASSESSMENT OF CALL OFF CONTRACT CHARGES

- 9.1 Every six (6) Months during the Call Off Contract Period, the Supplier shall assess the level of the Call Off Contract Charges to consider whether it is able to reduce them.
- 9.2 Such assessments by the Supplier under paragraph 9 of this Call Off Schedule 3 shall be carried out on the dates specified in the Call Off Order Form in each Contract Year (or in the event that such dates do not, in any Contract Year, fall on a Working Day, on the next Working Day following such dates). To the extent that the Supplier is able to decrease all or part of the Call Off Contract Charges it shall promptly notify the Customer in writing and such reduction shall be implemented in accordance with paragraph 12.1.5 of this Call Off Schedule 3 below.

10. SUPPLIER REQUEST FOR INCREASE OF THE CALL OFF CONTRACT CHARGES

- 10.1 If the Customer has so specified in the Call Off Order Form, the Supplier may request an increase in all or part of the Call Off Contract Charges in accordance with the remaining provisions of this paragraph 10 subject always to:
- 10.1.1 paragraph 3.2 of this Call Off Schedule 3;
- 10.1.2 the Suppliers request being submitted in writing at least three (3) Months before the effective date for the proposed increase in the relevant Call Off Contract Charges ("**Review Adjustment Date**") which shall be subject to paragraph 10.2 of this Call Off Schedule 3; and
- 10.1.3 the Approval of the Customer which shall be granted in the Customer's sole discretion.
- 10.2 The earliest Review Adjustment Date will be the first (1st) Working Day following the anniversary of the Call Off Commencement Date after the expiry of the period specified in paragraph 8.2 of this Schedule 3 during which the Contract Charges shall remain fixed (and no review under this paragraph 10 is permitted). Thereafter any subsequent increase to any of the Call Off Contract Charges in accordance with this paragraph 10 of this Call Off Schedule 3 shall not occur before the anniversary of the previous Review Adjustment Date during the Call Off Contract Period.
- 10.3 To make a request for an increase of some or all of the Call Off Contract Charges in accordance with this paragraph 10, the Supplier shall provide the Customer with:
- 10.3.1 a list of the Call Off Contract Charges it wishes to review;
- 10.3.2 for each of the Call Off Contract Charges under review, written evidence of the justification for the requested increase including:
- (a) a breakdown of the profit and cost components that comprise the relevant Call Off Contract Charge;
 - (b) details of the movement in the different identified cost components of the relevant Call Off Contract Charge;
 - (c) reasons for the movement in the different identified cost components of the relevant Call Off Contract Charge;
 - (d) evidence that the Supplier has attempted to mitigate against the increase in the relevant cost components; and
 - (e) evidence that the Suppliers profit component of the relevant Call Off Contract Charge is no greater than that applying to Call Off Contract

Charges using the same pricing mechanism as at the Call Off Commencement Date.

11. NOT USED

12. IMPLEMENTATION OF ADJUSTED CALL OFF CONTRACT CHARGES

12.1 Variations in accordance with the provisions of this Call Off Schedule 3 to all or part the Call Off Contract Charges (as the case may be) shall be made by the Customer to take effect:

- 12.1.1 in accordance with Clause 22.2 of this Call Off Contract (Legislative Change) where an adjustment to the Call Off Contract Charges is made in accordance with paragraph 8.1.1 of this Call Off Schedule 3;
- 12.1.2 in accordance with Clause 23.1.4 of this Call Off Contract (Call Off Contract Charges and Payment) where an adjustment to the Call Off Contract Charges is made in accordance with paragraph 8.1.2 of this Call Off Schedule 3;
- 12.1.3 in accordance with Clause 18 of this Call Off Contract (Continuous Improvement) where an adjustment to the Call Off Contract Charges is made in accordance with paragraph 8.1.3 of this Call Off Schedule 3;
- 12.1.4 in accordance with Clause 25 of this Call Off Contract (Benchmarking) where an adjustment to the Call Off Contract Charges is made in accordance with paragraph 8.1.4 of this Call Off Schedule 3;
- 12.1.5 on the dates specified in the Call Off Order Form where an adjustment to the Call Off Contract Charges is made in accordance with paragraph 8.1.5 of this Call Off Schedule 3;
- 12.1.6 on the Review Adjustment Date where an adjustment to the Call Off Contract Charges is made in accordance with paragraph 8.1.6 of this Call Off Schedule 3;

and the Parties shall amend the Call Off Contract Charges shown in Annex 1 to this Call Off Schedule 3 to reflect such variations.

ANNEX 1: CALL OFF CONTRACT CHARGES

Service	Volume - Total Estimated Packages	Price Per Package 18/19	Total Price 19/18
UK	800,000	£5.84	£ 4,672,000.00
International	108	£ 12.72	£ 1,373.76

	Costs Per Package Breakdown	Explanation	Total Cost	% Cost
SUPPLIER STAFF COSTS	Direct Staff Costs	Direct frontline staff cost for Dep	£2,186,581.66	46.80%
	Management Staff Costs	Allocation of Operational Manag	£246,352.06	5.27%
	Other Staff Costs	Account, project and contract M	£80,400.00	1.72%
	TUPE Costs		£0.00	0.00%
	Accommodation Costs	Allocation of Property cost (Rent	£390,249.04	8.35%
	Other		£0.00	0.00%
SUPPLIER OPERATING COSTS	IT (Hardware, Software, Maintenance, Security)	Allocation of Systems cost	£145,002.99	3.10%
	Packaging	Pallet Sleeves	£14,000.00	
	Consumables			0.00%
	Help Desk / Call Centre	Exam Desk contact centre	£87,341.25	1.87%
	Other (e.g. Logistics & Order Admin, Marketing, Sales & Support, Corporate Overheads, Profit)	Other (e.g. Logistics & Order Adr	£825,494.88	17.67%
	Other	Direct non staff cost e.g. Fuel, Vehicles Maintenance, hub	£682,578.12	14.61%
IMPLEMENT ATION COSTS	Set Up Costs			0.00%
	Helpdesk Integration			0.00%
	Hardware Implementation			0.00%
	Training (e.g. user guides)			0.00%
	Other	Training and internal communica	£14,000.00	0.30%
	Total		£4,672,000.00	

Volume - Total Estimated Packages	Price Per Package 18/19	Total Price 19/18
85,000	£ 3.37	£ 286,450.00

	Costs Per Package Breakdown	Explanation	Total Cost	% of Cost
SUPPLIER STAFF COSTS	Direct Staff Costs	Direct frontline staff cost for Dep	£134,063.85	46.80%
	Management Staff Costs	Allocation of Operational Manag	£15,104.35	5.27%
	Other Staff Costs	Account, project and contract M	£0.00	0.00%
	Accommodation Costs	Allocation of Property cost (Rent	£41,463.96	14.48%
	Other		£0.00	0.00%
SUPPLIER OPERATING COSTS	IT (Hardware, Software, Maintenance, Security)	Allocation of Systems cost	£15,406.56	5.38%
	Packaging	Pallet Sleeves	£0.00	
	Consumables		£0.00	0.00%
	Help Desk / Call Centre	Exam Desk contact centre	£27,344.82	9.55%
	Other (e.g. Logistics & Order Admin, Marketing, Sales & Support, Corporate Overheads, Profit)	Other (e.g. Logistics & Order Adr	£11,216.16	3.92%
	Other	Direct non staff cost e.g. Fuel, Vehicles Maintenance, hub	£41,850.30	14.61%
IMPLEMENT ATION COSTS	Set Up Costs			0.00%
	Helpdesk Integration			0.00%
	Hardware Implementation			0.00%
	Training (e.g. user guides)			0.00%
	Other	Training and internal communica	£0.00	0.00%
	Total		£286,450.00	

Service	Indictive volume of packages per annum	Price per Package (inclusive of dispatch preparation)	Total Price 19/18
Next Day Guaranteed pre 12:00 (noon)	150	£6.51	£976.50
Next Day Guaranteed pre 10:00	50	£8.67	£433.50

Total per Package cost for NCA Timed Service	£1,410.00
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Service	Indictive volume of packages per annum	Price per package per mile (inclusive of dispatch preparation)	Total Price 19/18
Same Day Service	5	£2.92	£14.60

Total per Package per mile cost for NCA Same Day Service	£14.60
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Total Cost for NCA Timed and Same Day Service	£1,424.60
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ANNEX 2: PAYMENT TERMS/PROFILE

1. The Authority will provide separate purchase order numbers for the NCA Test Materials Logistics; and, GQL 'Yellow Label' work.
2. The Potential Provider shall supply separate invoices for both the NCA Logistics; and, GQL 'Yellow Label' work, which must include the relevant Purchase Order (PO) number:

For NCA Logistics an invoice shall be provided after the relevant work package has been completed.

For GQL 'Yellow Label' invoices shall be provided on a weekly basis following the commencement of a series.

3. Before issuing any invoice, the Potential Provider must agree the value of the work conducted. On agreement, the Authority will receipt the value to the relevant PO. The Potential Provider can then issue the invoice to the DfE Central Payments Team, at the address or email below, and (if valid) the invoice will be paid on receipt.
4. Undisputed invoices will be paid within 30 working days of receipt.
5. Following KPI analysis at the end of the cycle, any service credits due must be offered by the Potential Provider to the Authority as credit notes.
6. Any credit notes issued must only relate to one area of work and quote the relevant PO number.
7. For NCA Logistics and GQL, a copy of each invoice and credit note should be sent to a designated Authority contact.
8. Invoices and credit notes should also be sent to either of the following.

Paper invoices to:

Department for Education – PO Box 407

SSCL

Phoenix House, Celtic Springs Business Park

Newport

NP10 8FZ

Alternatively, electronic invoices to:

APinvoices-DFE-U@sscl.gse.gov.uk

CALL OFF SCHEDULE 4: IMPLEMENTATION PLAN

1. INTRODUCTION

1.1 This Call Off Schedule 4 specifies the Implementation Plan in accordance with which the Supplier shall provide the Services.

2. IMPLEMENTATION PLAN

2.1 The Implementation Plan is set out below.

2.2 The Milestones to be Achieved are Identified below:

Milestone	Description	Timeframe
1	Mobilisation with the Authority and the AOs	Within 4 months of Contract Award and before 1 September 2018
2	Completion of the DSAM	Date to be agreed upon Contract Award
3	Mobilisation with AOs in advance of an exam series	Within 2-4 weeks of an exam series

2.3

CALL OFF SCHEDULE 5: TESTING

1. INTRODUCTION

1.1 This Call Off Schedule 5 (Testing) sets out the approach to Testing and the different Testing activities to be undertaken, including the preparation and agreement of the Test Strategy and Test Plans.

2. TESTING OVERVIEW

2.1 All Tests conducted by the Supplier shall be conducted in accordance with the Test Strategy and the Test Plans.

2.2 Any Disputes between the Supplier and the Customer regarding this Testing shall be referred to the Dispute Resolution Procedure.

3. TEST STRATEGY

3.1 The Supplier shall develop the final Test Strategy as soon as practicable but in any case no later than sixty (60) Working Days (or such other period as the Parties may agree) after the Call Off Commencement Date.

3.2 The final Test Strategy shall include:

- 3.2.1 an overview of how Testing will be conducted in relation to the Implementation Plan;
- 3.2.2 the process to be used to capture and record Test results and the categorisation of Test Issues;
- 3.2.3 the procedure to be followed should a Deliverable fail a Test or where the Testing of a Deliverable produces unexpected results, including a procedure for the resolution of Test Issues;
- 3.2.4 the procedure to be followed to sign off each Test; and
- 3.2.5 the process for the production and maintenance of reports relating to Tests.

4. TEST PLANS

4.1 The Supplier shall develop Test Plans for the approval of the Customer as soon as practicable but in any case no later than sixty (60) Working Days (or such other period as the Parties may agree in the Test Strategy or otherwise) prior to the start date for the relevant Testing as specified in the Implementation Plan.

4.2 Each Test Plan shall include as a minimum:

- 4.2.1 the relevant Test definition and the purpose of the Test, the Milestone to which it relates, the requirements being Tested;
- 4.2.2 a detailed procedure for the Tests to be carried out, including:
 - (a) the timetable for the Tests including start and end dates;
 - (b) the Testing mechanism;
 - (c) dates and methods by which the Customer can inspect Test results;
 - (d) the mechanism for ensuring the quality, completeness and relevance of the Tests;
 - (e) the process with which the Customer will review Test Issues and progress on a timely basis; and

- (f) the re-Test procedure, the timetable and the resources which would be required for re-Testing.

4.3 The Customer shall not unreasonably withhold or delay its approval of the Test Plans and the Supplier shall implement any reasonable requirements of the Customer in the Test Plans.

5. TESTING

5.1 When the Supplier has completed a Milestone it shall submit any Deliverables relating to that Milestone for Testing.

5.2 Each party shall bear its own costs in respect of the Testing. However, if a Milestone is not Achieved the Customer shall be entitled to recover from the Supplier, any reasonable additional costs it may incur as a direct result of further review or re-Testing of a Milestone.

5.3 If the Supplier successfully completes the requisite Tests, the Customer shall issue a Satisfaction Certificate as soon as reasonably practical following such successful completion. Notwithstanding the issuing of any Satisfaction Certificate, the Supplier shall remain solely responsible for ensuring that the Services are implemented in accordance with this Call Off Contract.

6. TEST ISSUES

6.1 Where a Test Issue is identified by the Supplier, the Parties shall agree how such Test Issue shall be dealt with and any failure to agree by the Parties shall be resolved in accordance with the Dispute Resolution Procedure.

7. TEST QUALITY AUDIT

7.1 Without prejudice to its rights pursuant to Clause 21 (Records and Audit Access), the Customer or an agent or contractor appointed by the Customer may perform on-going quality audits in respect of any part of the Testing.

7.2 If the Customer has any concerns following an audit in accordance with paragraph 7.1 above the Customer will discuss such concerns with the Supplier, giving the Supplier the opportunity to provide feedback in relation to specific activities, and subsequently prepare a written report for the Supplier detailing the same to which the Supplier shall, within a reasonable timeframe, respond in writing.

7.3 In the event of an inadequate response to the written report from the Supplier, the Customer (acting reasonably) may withhold a Satisfaction Certificate until the issues in the report have been addressed to the reasonable satisfaction of the Customer.

8. OUTCOME OF TESTING

8.1 The Customer will issue a Satisfaction Certificate when it is satisfied that a Milestone has been Achieved.

8.2 If any Milestones (or any relevant part thereof) do not pass the Test in respect thereof then:

8.2.1 the Supplier shall rectify the cause of the failure and re-submit the Deliverables (or the relevant part) to Testing, provided that the Parties agree that there is sufficient time for that action prior to the relevant Milestone Date; or

8.2.2 the Parties shall treat the failure as a Supplier Default.

ANNEX 1: SATISFACTION CERTIFICATE

To: [insert name of Supplier]

FROM: [insert name of Customer]

[insert Date: dd/mm/yyyy]

Dear Sirs,

SATISFACTION CERTIFICATE

[Deliverable(s)/Milestone(s)]: *[Insert relevant description of the agreed Deliverables/Milestones]*

We refer to the agreement ("**Call Off Contract**") [insert Call Off Contract reference number] relating to the provision of the [insert description of the Services] between the [*insert Customer name*] ("**Customer**") and [*insert Supplier name*] ("**Supplier**") dated [*insert Call Off Commencement Date dd/mm/yyyy*].

The definitions for any capitalised terms in this certificate are as set out in the Call Off Contract.

We confirm that all the [Deliverables/Milestones] relating to [] [*insert relevant description of agreed Deliverables/Milestones and/or reference numbers(s) from the Implementation Plan*] have been completed.

Yours faithfully

[insert Name]

[insert Position]

acting on behalf of [insert name of Customer]

CALL OFF SCHEDULE 6: SERVICE LEVELS, SERVICE CREDITS AND PERFORMANCE MONITORING

1. SCOPE

1.1 This Call Off Schedule 6 (Service Levels, Service Credits and Performance Monitoring) sets out the Service Levels which the Supplier is required to achieve when providing the Services, the mechanism by which Service Level Failures and Critical Service Level Failures will be managed and the method by which the Suppliers performance in the provision by it of the Services will be monitored.

1.2 This Call Off Schedule 6 comprises:

- 1.2.1 Part A: Service Levels and Service Credits;
- 1.2.2 Annex 1 to Part A - Service Levels and Service Credits Table; and
- 1.2.3 Annex 1 to Part B: Performance Monitoring.

PART A: SERVICE LEVELS AND SERVICE CREDITS

1. GENERAL PROVISIONS

1.1 The Supplier shall provide a proactive Call Off Contract manager to ensure that all Service Levels in this Call Off Contract and Key Performance Indicators in the Framework Agreement are achieved to the highest standard throughout, respectively, the Call Off Contract Period and the Framework Period.

1.2 The Supplier shall provide a managed service through the provision of a dedicated Call Off Contract manager where required on matters relating to:

- 1.2.1 Supply performance;
- 1.2.2 Quality of the Services];
- 1.2.3 Customer support;
- 1.2.4 Complaints handling; and
- 1.2.5 Accurate and timely invoices.

1.3 The Supplier accepts and acknowledges that failure to meet the Service Level Performance Measures set out in the table in Annex 1 to this Part A of this Call Off Schedule 6 will result in Service Credits being issued to Customers.

2. PRINCIPAL POINTS

2.1 The objectives of the Service Levels and Service Credits are to:

- 2.1.1 ensure that the Services are of a consistently high quality and meet the requirements of the Customer;
- 2.1.2 provide a mechanism whereby the Customer can attain meaningful recognition of inconvenience and/or loss resulting from the Suppliers failure to deliver the level of service for which it has contracted to deliver; and
- 2.1.3 incentivise the Supplier to comply with and to expeditiously remedy any failure to comply with the Service Levels.

3. SERVICE LEVELS

3.1 Annex 1 to this Part A of this Call Off Schedule 6 sets out the Service Levels the performance of which the Parties have agreed to measure.

3.2 The Supplier shall monitor its performance of this Call Off Contract by reference to the relevant performance criteria for achieving the Service Levels shown in Annex 1 to this Part A of this Call Off Schedule 6 (the “**Service Level Performance Criteria**”) and shall send the Customer a Performance Monitoring Report detailing the level of service which was achieved in accordance with the provisions of Part B (Performance Monitoring) of this Call Off Schedule 6.

3.3 The Supplier shall, at all times, provide the Services in such a manner that the Service Levels Performance Measures are achieved.

3.4 If the level of performance of the Supplier of any element of the provision by it of the Services during the Call Off Contract Period:

- 3.4.1 is likely to or fails to meet any Service Level Performance Measure or
- 3.4.2 is likely to cause or causes a Critical Service Failure to occur,

3.4.3 the Supplier shall immediately notify the Customer in writing and the Customer, in its absolute discretion and without prejudice to any other of its rights howsoever arising including under Clause 13 of this Call Off Contract (Service Levels and Service Credits), may:

- (a) require the Supplier to immediately take all remedial action that is reasonable to mitigate the impact on the Customer and to rectify or prevent a Service Level Failure or Critical Service Level Failure from taking place or recurring; and
- (b) if the action taken under paragraph (a) above has not already prevented or remedied the Service Level Failure or Critical Service Level Failure, the Customer shall be entitled to instruct the Supplier to comply with the Rectification Plan Process; or
- (c) if a Service Level Failure has occurred, deduct from the Call Off Contract Charges the applicable Service Level Credits payable by the Supplier to the Customer in accordance with the calculation formula set out in Annex 1 of this Part A of this Call Off Schedule 6; or
- (d) if a Critical Service Level Failure has occurred, exercise its right to Compensation for Critical Service Level Failure in accordance with Clause 14 of this Call Off Contract (Critical Service Level Failure) (including subject, for the avoidance of doubt, the proviso in Clause 14.2.2 of this Call Off Contract in relation to Material Breach).

3.5 Approval and implementation by the Customer of any Rectification Plan shall not relieve the Supplier of any continuing responsibility to achieve the Service Levels, or remedy any failure to do so, and no estoppels or waiver shall arise from any such Approval and/or implementation by the Customer.

4. SERVICE CREDITS

4.1 Annex 1 to this Part A of this Call Off Schedule 6 sets out the formula used to calculate a Service Credit payable to the Customer as a result of a Service Level Failure in a given service period which, for the purpose of this Call Off Schedule 6, shall be a recurrent period of **one Month** during the Call Off Contract Period (the “**Service Period**”).

4.2 Annex 1 to this Part A of this Call Off Schedule 6 includes details of each Service Credit available to each Service Level Performance Criterion if the applicable Service Level Performance Measure is not met by the Supplier.

4.3 The Customer shall use the Performance Monitoring Reports supplied by the Supplier under Part B (Performance Monitoring) of this Call Off Schedule 6 to verify the calculation and accuracy of the Service Credits, if any, applicable to each relevant Service Period.

4.4 Service Credits are a reduction of the amounts payable in respect of the Services and do not include VAT. The Supplier shall set-off the value of any Service Credits against the appropriate invoice in accordance with calculation formula in Annex 1 of Part A of this Call Off Schedule 6.

5. NATURE OF SERVICE CREDITS

5.1 The Supplier confirms that it has modelled the Service Credits and has taken them into account in setting the level of the Call Off Contract Charges. Both Parties agree that the Service Credits are a reasonable method of price adjustment to reflect poor performance.

ANNEX 1 TO PART A: SERVICE LEVELS AND SERVICE CREDITS TABLE

The Authority will measure the quality of the Supplier's delivery by (the Supplier shall supply evidence of their performance to the Authority):

GQL 'Yellow Label Service'

The Supplier must facilitate the arrangement of collection windows with each centre participating in a series:

Bookings			
Ref	Measures	Evidence	Remedy
1a	Scheduled collections: The Providers helpdesk must make a minimum of 3 attempts, Monday-Friday between 09:00-15:00hrs, to book scheduled collections with 100% of centres that qualify for them (as confirmed by the Authority).	Provider to provide MI demonstrating progress with booking scheduled collections with centres identified on the Depot report (DP1) provided by the Authority.	0.25% of the total invoice value of all attempted collection / deliveries during the series (pending Supplier's payment structure).
1b	Centre booked collections: Facilitate 100% of centre booked collection requests before a series ends.	Provider to provide MI demonstrating exam centres booking requests and progress of bookings (with centres identified on the DP1 report) via both the helpdesk and web booking site scheduled collections	0.25% of the total invoice value of all collection / deliveries during the series (pending Potential Provider's payment structure).

The Supplier must make collections during the timeframes agreed with the exam centres through both the scheduled collection and centre booked processes:

Collections			
Ref	Measures	Evidence	Remedy
2a	Collections outside booked windows: No more than 1% exam centres per series report the driver arriving outside of their agreed 2 hour collection windows.	1) Quality of Service MI from the Provider comparing the times agreed with each centre for each collection and the time the package (or first package) was recorded as collected. 2) Helpdesk MI showing number of contacts under the call category for failed collections.	0.25% of the total invoice value of all collection / deliveries during the series (pending Supplier's payment structure).
2b	Failed collections: No more than 0.5% of examcentres per series report the driver did not arrive to attempt a collection or the collection could not be	1) Quality of Service MI from the Provider comparing the times agreed with each centre for each collection and the time the package	0.5% of the total invoice value of all collections / deliveries during the series (pending Supplier's payment structure).

Collections			
Ref	Measures	Evidence	Remedy
2c	completed because the driver arrived outside the agreed 2 hour collection slot.	(or first package) was recorded as collected. 2) Helpdesk MI showing number of contacts under the call category for failed collections.	
	Repeated failed collections: No more than 0.5% of exam centres per series report more than 1 instance of a 2b) Failed collection.	1) Quality of Service MI from the Supplier comparing the times agreed with each centre for each collection and the time the package (or first package) was recorded as collected. 2) Helpdesk MI showing number of contacts under the call category for failed collections.	0.5% of the total invoice value of all collections / deliveries during the series (pending Poential Provider's payment structure).

The Supplier must ensure that every package that is collected is delivered to its intended recipient:

Distributions			
Ref	Measures	Evidence	Remedy
3a	100% of packages delivered to scanning bureaus must have an acceptable proof of delivery	The Supplier must be able to prove that each package has been delivered to its intended recipient. Must be able to show that the recipient signed for the package (residential markers) or took receipt of a bulk quantity (SBs).	0.25% of the total invoice value of all collection / deliveries during the series (pending Supplier's payment structure).
Distributions			
Ref	Measures	Evidence	Remedy
3b	At least 99% of packages delivered to residential markers must have an acceptable proof of delivery (which contains at least the recipient's name, signature of the recipient, and date and time of delivery.	The Supplier must be able to prove each package has been delivered to its intended recipient. Must be able to show that the recipient signed for the package (residential markers) or took receipt of a bulk quantity (SBs)..	0.25% of the total invoice value of all collection / deliveries during the series (pending Supplier's payment structure).
3c	No packages are to be confirmed as lost at the "terminally lost" date for each series due to mishandling by the Supplier	Incident records in the Logistics Incident Log (LiL)	£1,000 per package confirmed lost
3d	No packages destroyed (i.e. contents rendered unfit for marking) while in the Supplier's	Incident records in the LiL	£1,000 per package destroyed or stolen

	care, including through theft, or negligent handling.		
3e	No vehicles containing GQL materials stolen or destroyed.	Incident records in the LiL	£10,000 per vehicle unless all script packages recovered.
3f	No packages to be delivered to the wrong recipient or found by a member of the public.	Incident records in the LiL	£500 per package

The Supplier must deliver packages destined for SBs on the next working day (Monday - Friday unless Saturdays agreed, excluding bank holidays) after collection:

Distributions			
Ref	Measures	Evidence	Remedy
4	a) 99.9% of SB packages delivered on the next working day after collection. b) 100% of SB packages delivered on the second working day after collection.	Supplier to provide MI confirming delivery completion.	For each measure failed, 0.25% of the total invoice value of all collections / deliveries during the series (pending Provider's payment structure).

The Supplier must attempt to deliver packages destined for residential markers within the delivery service level (e.g. next day) specified for each package:

Distributions			
Ref	Measures	Evidence	Remedy
5	a) 98% of all packages must be attempted on Day 1; b) 99% of all packages must be attempted on Day 2 (where this is the Supplier's standard practice) or 99% of packages out for redelivery attempted on date of request; c) 100% of all packages must have had a delivery attempt by Day 3 (where this is the Supplier's standard practice).	Provider to provide MI confirming: a) deliveries completed b) number of packages held at each depot and length of time in depot c) number with redeliveries arranged and completion of delivery	0.5% of the total invoice value of all collections / deliveries during the series (pending Supplier's payment structure).

The Supplier must actively pursue resolution on all operational issues that arise in line with the Incident Management Plan (IMP) and Memorandum of Understanding

Incident Management			
Ref	Measures	Evidence	Remedy

6	<p>a) Within 2 hours of discovery (Monday to Friday 08:00-17:00hrs or by 09:00hrs next day if discovered out of hours), the Supplier shall notify the Agency of any issues that could possibly disrupt or cause delays in the collection or delivery of packages.</p> <p>b) 100% of incidents as defined in the Incident Management Plan are recorded in the LiL by the Supplier</p> <p>c) All missing in transit packages, or if delivery is contested by markers or SBs, must be investigated and reported on, as per the Logistics Incident Management Plan and MoU</p>	Incident records in the Logistics Incident Log (LiL)	0.25% of the total invoice value of all collection / deliveries during the series (pending Supplier's payment structure).
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The exam centres are satisfied with the quality of the service offered by the Supplier in relation to this contract:

Customer Satisfaction			
Ref	Measures	Evidence	Remedy
7	The exam centres' level of satisfaction with the quality of service offered by the Supplier is maintained or improved each year following the summer examseries.	Centre satisfaction survey issued after the summer examseries.	0.25% of the total invoice value of all collection/ deliveries during the series (pending the Supplier's payment structure).

The Supplier's service Helpdesk will be open to accept/make calls relating to deliveries and collection bookings Monday to Friday 08:00-18:00hrs except bank holidays, and Saturday 08:00-13:00hrs during the agreed periods, in support of each exam series:

Helpdesk			
Ref	Measures	Evidence	Remedy
8	<p>For each series:</p> <p>a) The helpdesk will be open 100% of the required times;</p> <p>b) 98% of calls will not be transferred to another person, more than once, in the same call;</p> <p>c) 98% of calls will be answered within 15 seconds;</p> <p>d) 98% of calls will not be abandoned;</p> <p>e) There will be no more than 5 complaints about helpdesk quality of service from centres during each exam series.</p> <p>f) Where caller issues cannot be resolved immediately, 98% of these callers must receive an acknowledgement / resolution update within 4 hours (Monday to Friday);</p>	Helpdesk quality of service report	0.25% of the total invoice value of all collection / deliveries during the series (pending Supplier's payment structure).

Helpdesk			
Ref	Measures	Evidence	Remedy
	g) Where caller issues cannot be resolved immediately, 100% of callers must receive an acknowledgement / resolution update within 6 hours (Monday to Friday); h) 80% of issues must be resolved within 24 hours of receipt (Monday to Friday); and i) 100% of issues must be resolved within 48 hours of receipt (Monday to Friday).		

The Supplier shall provide all agreed Management information reports in the formats and within the timeframes and frequencies agreed with the Client:

Management Information			
Ref	Measures	Evidence	Remedy
9	There will be no more than 3 failures to provide Management Reports on time during each reporting period, except for the Summer Series reporting period where there will be no more than 5 failures to provide Management Reports on time.	Provision of MI by the Supplier	0.25% of the total invoice value of all collection / deliveries during the series (pending Supplier's payment structure).

PART B: PERFORMANCE MONITORING

1. PRINCIPAL POINTS

1.1 Part B to this Call Off Schedule 6 provides the methodology for monitoring the provision of the Services:

- 1.1.1 to ensure that the Supplier is complying with the Service Levels; and
- 1.1.2 for identifying any failures to achieve Service Levels in the performance of the Supplier and/or provision of the Services ("**Performance Monitoring System**").

1.2 Within twenty (20) Working Days of the Call Off Commencement Date the Supplier shall provide the Customer with details of how the process in respect of the monitoring and reporting of Service Levels will operate between the Parties and the Parties will endeavour to agree such process as soon as reasonably possible.

2. REPORTING OF SERVICE FAILURES

2.1 The Supplier shall report all failures to achieve Service Levels and any Critical Service Level Failure to the Customer in accordance with the processes agreed in paragraph 7.2 of Part B of this Call Off Schedule 6 above.

3. PERFORMANCE MONITORING AND PERFORMANCE REVIEW

3.1 The Supplier shall provide the Customer with performance monitoring reports ("**Performance Monitoring Reports**") in accordance with the process and timescales agreed pursuant to paragraph 7.2 of Part B of this Call Off Schedule 6 above which shall contain, as a minimum, the following information in respect of the relevant Service Period just ended:

- 3.1.1 for each Service Level, the actual performance achieved over the Service Level for the relevant Service Period;
- 3.1.2 a summary of all failures to achieve Service Levels that occurred during that Service Period;
- 3.1.3 any Critical Service Level Failures and details in relation thereto;
- 3.1.4 for any repeat failures, actions taken to resolve the underlying cause and prevent recurrence;
- 3.1.5 the Service Credits to be applied in respect of the relevant period indicating the failures and Service Levels to which the Service Credits relate; and
- 3.1.6 such other details as the Customer may reasonably require from time to time.

3.2 The Parties shall attend meetings to discuss Performance Monitoring Reports ("**Performance Review Meetings**") on a monthly basis (unless otherwise agreed). The Performance Review Meetings will be the forum for the review by the Supplier and the Customer of the Performance Monitoring Reports. The Performance Review Meetings shall (unless otherwise agreed):

- 3.2.1 take place within one (1) week of the Performance Monitoring Reports being issued by the Supplier;
- 3.2.2 take place at such location and time (within normal business hours) as the Customer shall reasonably require unless otherwise agreed in advance;
- 3.2.3 be attended by the Suppliers Representative and the Customer's Representative; and
- 3.2.4 be fully minuted by the Supplier. The prepared minutes will be circulated by the Supplier to all attendees at the relevant meeting and also to the Customer's Representative and any other recipients agreed at the relevant meeting. The minutes of the preceding month's Performance

Review Meeting will be agreed and signed by both the Suppliers Representative and the Customer's Representative at each meeting.

- 3.3 The Customer shall be entitled to raise any additional questions and/or request any further information regarding any failure to achieve Service Levels.
- 3.4 The Supplier shall provide to the Customer such supporting documentation as the Customer may reasonably require in order to verify the level of the performance by the Supplier and the calculations of the amount of Service Credits for any specified Service Period.

4. SATISFACTION SURVEYS

- 4.1 In order to assess the level of performance of the Supplier, the Customer may undertake satisfaction surveys in respect of the Suppliers provision of the Services.
- 4.2 The Customer shall be entitled to notify the Supplier of any aspects of their performance of the provision of the Services which the responses to the Satisfaction Surveys reasonably suggest are not in accordance with this Call Off Contract.
- 4.3 All other suggestions for improvements to the provision of Goods and/or Services shall be dealt with as part of the continuous improvement programme pursuant to Clause 18 of this Call Off Contract (Continuous Improvement).

ANNEX A TO PART B

9. Governance for Both NCA and GQL During Exam Series: KS1 & KS2

Meeting	Agenda	When (During Series)	Who	Where
Project review	Progress reports Project amendments Risks and issues	Thursday (Time tbc with supplier)	Authority and Logistics Provider representatives	Teleconference or Authority premises

Meeting	Agenda	When (During Series)	Who	Where
	Lessons learned	March to April		
Distribution progress	Distribution progress update Review of incidents log and actions	Daily (Time tbc with suppliers) March to May inclusive	Authority, Collation and Logistics provider representatives	Teleconference
Lessons learned	Review of performance Identification of risks and lessons learnt to inform phonics project	May	Authority, Collation and Logistics provider representatives	Authority premises
KPI finalisation	Review of KPIs to reflect any changes following order amendments / additions collated and dispatched after May.	July	Authority and Logistics Provider representatives	Authority premises

Phonics

Meeting	Agenda	When (During Series)	Who	Where
Weekly project review	Progress reports Project amendments Risks and issues Lessons Learned	Weekly, Thursdays May – June inclusive	Authority and Logistics Provider representatives	Teleconference or Authority premises
Phonics distribution daily ops. call	Distribution progress update Review of incidents log and actions	Daily in June inclusive (13:00–13:30hrs)	Authority, Collation and Logistics provider representatives	Teleconference (numbers to be confirmed)
Post bulk collation and distribution review meeting	Review of performance Identification of risks and lessons learned to inform future projects	June	Authority, Collation and Logistics provider representatives	Authority premises
KPI finalisation	Review of KPIs to reflect any changes following order amendments / additions collated and dispatched after June.	July	Authority and Logistics Provider representatives	Authority premises

GQL

Meeting	Agenda	When	Who	Where
Yellow Label service checkpoint calls	Progress reports Forecasting Risks and issues Review of incidents and actions	Tuesdays and Thursdays at 11:00hrs. Daily at 11:00hrs during peak	Authority and Logistics Provider representatives	Teleconference

Meeting	Agenda	When	Who	Where
		periods if required.		
Yellow Label service Management calls	Progress reports Forecasting Risks and issues Lessons learned Exam series mobilisation	Bi-weekly at 09:30hrs	Authority, Logistics Provider and AO representatives	Teleconference
Joint lessons learned with Awarding Organisations and Logistics Provider	Review of performance Identification of risks and lessons learned to inform future series Continuous improvement	September	Authority, Logistics Supplier and AO representatives	Authority / Logistics Provider premises
KPI finalisation	Review of exam series KPIs.	One month following the closure of an examseries	Authority and Logistics Provider representatives	Teleconference

CALL OFF SCHEDULE 7: SECURITY

1. DEFINITIONS

1.1 In this Call Off Schedule 7, the following definitions shall apply:

"Breach of Security"	means the occurrence of: <ul style="list-style-type: none">a) any unauthorised access to or use of the Goods and/or Goods and/or Services, the Sites and/or any Information and Communication Technology ("ICT"), information or data (including the Confidential Information and the Customer Data) used by the Customer and/or the Supplier in connection with this Call Off Contract; and/orb) the loss and/or unauthorised disclosure of any information or data (including the Confidential Information and the Customer Data), including any copies of such information or data, used by the Customer and/or the Supplier in connection with this Call Off Contract, in either case as more particularly set out in the security requirements in the Security Policy;
"ISMS"	the information security management system and process developed by the Supplier in accordance with paragraph 3 (ISMS) as updated from time to time in accordance with this Schedule 7; and
"Security Tests"	tests to validate the ISMS and security of all relevant processes, systems, incident response plans, patches to vulnerabilities and mitigations to Breaches of Security.

2. INTRODUCTION

2.1 The Parties acknowledge that the purpose of the ISMS and Security Management Plan are to ensure a good organisational approach to security under which the specific requirements of this Call Off Contract will be met.

2.2 The Parties shall each appoint a security representative to be responsible for Security. The initial security representatives of the Parties are:

2.2.1 [insert security representative of the Customer] [To be complete post tender]

2.2.2 [insert security representative of the Supplier] [To be complete post tender]

2.3 If the persons named in paragraphs 2.2.1 and 2.2.2 are included as Key Personnel, Clause 26 (Key Personnel) shall apply in relation to such persons.

2.4 The Customer shall clearly articulate its high level security requirements so that the Supplier can ensure that the ISMS, security related activities and any mitigations are driven by these fundamental needs.

2.5 Both Parties shall provide a reasonable level of access to any members of their personnel for the purposes of designing, implementing and managing security.

2.6 The Supplier shall use as a minimum Good Industry Practice in the day to day operation of any system holding, transferring or processing Customer Data and any system that could directly or indirectly have an impact on that information, and shall ensure that Customer Data remains under the effective control of the Supplier at all times.

- 2.7 The Supplier shall ensure the up-to-date maintenance of a security policy relating to the operation of its own organisation and systems and on request shall supply this document as soon as practicable to the Customer.
- 2.8 The Customer and the Supplier acknowledge that information security risks are shared between the Parties and that a compromise of either the Supplier or the Customer's security provisions represents an unacceptable risk to the Customer requiring immediate communication and co-operation between the Parties.

3. ISMS

- 3.1 The Supplier shall develop and submit to the Customer for the Customer's Approval, within twenty (20) working days after the Call Off Commencement Date or such other date as agreed between the Parties, an information security management system for the purposes of this Call Off Contract, which shall comply with the requirements of paragraphs 3.3 to 3.5 of this Call Off Schedule 7 (Security).
- 3.2 The Supplier acknowledges that the Customer places great emphasis on the reliability of the performance of the Services, confidentiality, integrity and availability of information and consequently on the security provided by the ISMS and that the Supplier shall be responsible for the effective performance of the ISMS.
- 3.3 The ISMS shall:
- 3.3.1 unless otherwise specified by the Customer in writing, be developed to protect all aspects of the Services and all processes associated with the provision of the Services, including the Customer Premises, the Sites, any ICT, information and data (including the Customer's Confidential Information and the Customer Data) to the extent used by the Customer or the Supplier in connection with this Call Off Contract;
- 3.3.2 meet the relevant standards in ISO/IEC 27001 and ISO/IEC27002 in accordance with Paragraph 7;and
- 3.3.3 at all times provide a level of security which:
- (a) is in accordance with the Law and this Call Off Contract;
 - (b) as a minimum demonstrates Good Industry Practice;
 - (c) complies with the Security Policy;
 - (d) complies with at least the minimum set of security measures and standards as determined by the Security Policy Framework (Tiers 1-4) https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/255910/HMG_Security_Policy_Framework_V11.0.pdf ;
 - (e) takes account of guidance issued by the Centre for Protection of National Infrastructure on Risk Management http://www.cpni.gov.uk/Documents/Publications/2005/2005003-Risk_management.pdf
 - (f) complies with HMG Information Assurance Maturity Model and Assurance Framework <http://www.cesg.gov.uk/publications/Documents/iamm-assessment-framework.pdf>
 - (g) meets any specific security threats of immediate relevance to the Services and/or Customer Data; and
 - (h) complies with the Customer's ICT policies:
- 3.3.4 document the security incident management processes and incident response plans;

- 3.3.5 document the vulnerability management policy including processes for identification of system vulnerabilities and assessment of the potential impact on the Services of any new threat, vulnerability or exploitation technique of which the Supplier becomes aware; and
- 3.3.6 be certified by (or by a person with the direct delegated authority of) a Suppliers main board representative, being the “Chief Security Officer”, “Chief Information Officer”, “Chief Technical Officer” or “Chief Financial Officer” (or equivalent as agreed in writing by the Customer in advance of issue of the relevant Security Management Plan).
- 3.4 Subject to Clause 34 of this Call Off Contract (Security and Protection of Information) the references to Standards, guidance and policies contained or set out in paragraph 3.3 of this Call Off Schedule 7 shall be deemed to be references to such items as developed and updated and to any successor to or replacement for such standards, guidance and policies, as notified to the Supplier from time to time.
- 3.5 In the event that the Supplier becomes aware of any inconsistency in the provisions of the standards, guidance and policies set out in paragraph 3.3 of this Call Off Schedule 7, the Supplier shall immediately notify the Customer Representative of such inconsistency and the Customer Representative shall, as soon as practicable, notify the Supplier as to which provision the Supplier shall comply with.
- 3.6 If the ISMS submitted to the Customer pursuant to paragraph 3.1 of this Call Off Schedule 7 is Approved by the Customer, it shall be adopted by the Supplier immediately and thereafter operated and maintained in accordance with this Call Off Schedule 7. If the ISMS is not Approved by the Customer, the Supplier shall amend it within ten (10) Working Days of a notice of non-approval from the Customer and re-submit it to the Customer for Approval. The Parties shall use all reasonable endeavours to ensure that the Approval process takes as little time as possible and in any event no longer than fifteen (15) Working Days (or such other period as the Parties may agree in writing) from the date of the first submission of the ISMS to the Customer. If the Customer does not Approve the ISMS following its resubmission, the matter shall be resolved in accordance with the Dispute Resolution Procedure. No Approval to be given by the Customer pursuant to this paragraph 3 of this Call Off Schedule 7 may be unreasonably withheld or delayed. However any failure to approve the ISMS on the grounds that it does not comply with any of the requirements set out in paragraphs 3.3 to 3.5 of this Call Off Schedule 7 shall be deemed to be reasonable.
- 3.7 Approval by the Customer of the ISMS pursuant to paragraph 3.6 of this Call Off Schedule 7 or of any change to the ISMS shall not relieve the Supplier of its obligations under this Call Off Schedule 7.

4. SECURITY MANAGEMENT PLAN

- 4.1 Within twenty (20) Working Days after the Call Off Commencement Date, the Supplier shall prepare and submit to the Customer for Approval in accordance with paragraph 4 of this Call Off Schedule 7 a fully developed, complete and up-to-date Security Management Plan which shall comply with the requirements of paragraph 4.2 of this Call Off Schedule 7.
- 4.2 The Security Management Plan shall:
- 4.2.1 be based on the initial Security Management Plan set out in Annex 2 (Security Management Plan);
- 4.2.2 comply with the Security Policy;
- 4.2.3 identify the necessary delegated organisational roles defined for those responsible for ensuring this Call Off Schedule 7 is complied with by the Supplier;

- 4.2.4 detail the process for managing any security risks from Sub-Contractors and third parties authorised by the Customer with access to the Goods and/or Services, processes associated with the delivery of the Goods and/or Services, the Customer Premises, the Sites and any ICT, Information and data (including the Customer's Confidential Information and the Customer Data) and any system that could directly or indirectly have an impact on that information, data and/or the Services;
- 4.2.5 unless otherwise specified by the Customer in writing, be developed to protect all aspects of the Services and all processes associated with the delivery of the Services, including the Customer Premises, the Sites and any ICT, Information and data (including the Customer's Confidential Information and the Customer Data) to the extent used by the Customer or the Supplier in connection with this Call Off Contract or in connection with any system that could directly or indirectly have an impact on that Information, data and/or the Services;
- 4.2.6 set out the security measures to be implemented and maintained by the Supplier in relation to all aspects of the Services and all processes associated with the delivery of the Services and at all times comply with and specify security measures and procedures which are sufficient to ensure that the Services comply with the provisions of this Call Off Schedule 7 (including the requirements set out in paragraph 3.3 of this Call Off Schedule 7);
- 4.2.7 set out the plans for transitioning all security arrangements and responsibilities from those in place at the Call Off Commencement Date to those incorporated in the ISMS within the timeframe agreed between the Parties .
- 4.2.8 be structured in accordance with ISO/IEC27001 and ISO/IEC27002, cross-referencing if necessary to other Schedules which cover specific areas included within those standards; and
- 4.2.9 be written in plain English in language which is readily comprehensible to the staff of the Supplier and the Customer engaged in the Services and shall reference only documents which are in the possession of the Parties or whose location is otherwise specified in this Call Off Schedule 7 .

4.3 If the Security Management Plan submitted to the Customer pursuant to paragraph 3.1 of this Call Off Schedule 7 is Approved by the Customer, it shall be adopted by the Supplier immediately and thereafter operated and maintained in accordance with this Call Off Schedule 7. If the Security Management Plan is not approved by the Customer, the Supplier shall amend it within ten (10) Working Days of a notice of non-approval from the Customer and re-submit it to the Customer for Approval. The Parties shall use all reasonable endeavours to ensure that the Approval process takes as little time as possible and in any event no longer than fifteen (15) Working Days (or such other period as the Parties may agree in writing) from the date of the first submission to the Customer of the Security Management Plan. If the Customer does not Approve the Security Management Plan following its resubmission, the matter shall be resolved in accordance with the Dispute Resolution Procedure. No Approval to be given by the Customer pursuant to this paragraph may be unreasonably withheld or delayed. However any failure to approve the Security Management Plan on the grounds that it does not comply with the requirements set out in paragraph 4.2 of this Call Off Schedule 7 shall be deemed to be reasonable.

4.4 Approval by the Customer of the Security Management Plan pursuant to paragraph 4.3 of this Call Off Schedule 7 or of any change or amendment to the Security Management Plan shall not relieve the Supplier of its obligations under this Call Off Schedule 7.

5. AMENDMENT AND REVISION OF THE ISMS AND SECURITY MANAGEMENT PLAN

5.1 The ISMS and Security Management Plan shall be fully reviewed and updated by the Supplier and at least annually to reflect:

- 5.1.1 emerging changes in Good Industry Practice;
- 5.1.2 any change or proposed change to Goods and/or Services and/or associated processes;
- 5.1.3 any changes to the Security Policy;
- 5.1.4 any new perceived or changed security threats; and
- 5.1.5 any reasonable change in requirement requested by the Customer.

5.2 The Supplier shall provide the Customer with the results of such reviews as soon as reasonably practicable after their completion and amend the ISMS and Security Management Plan at no additional cost to the Customer. The results of the review shall include, without limitation:

- 5.2.1 suggested improvements to the effectiveness of the ISMS;
- 5.2.2 updates to the risk assessments;
- 5.2.3 proposed modifications to respond to events that may impact on the ISMS including the security incident management process, incident response plans and general procedures and controls that affect information security; and
- 5.2.4 suggested improvements in measuring the effectiveness of controls.

5.3 Subject to paragraph 5.4 of this Call Off Schedule 7, any change which the Supplier proposes to make to the ISMS or Security Management Plan (as a result of a review carried out pursuant to paragraph 5.1 of this Call Off Schedule 7, a Customer request, a change to Annex 1 (Security) or otherwise) shall be subject to the Variation Procedure and shall not be implemented until Approved in writing by the Customer.

5.4 The Customer may, where it is reasonable to do so, Approve and require changes or amendments to the ISMS or Security Management Plan to be implemented on timescales faster than set out in the Variation Procedure but, without prejudice to their effectiveness, all such changes and amendments shall thereafter be subject to the Variation Procedure for the purposes of formalising and documenting the relevant change or amendment for the purposes of this Call Off Contract.

6. SECURITY TESTING

6.1 The Supplier shall conduct Security Tests from time to time (and at least annually across the scope of the ISMS) and additionally after any change or amendment to the ISMS (including security incident management processes and incident response plans) or the Security Management Plan. Security Tests shall be designed and implemented by the Supplier so as to minimise the impact on the delivery of the Services and the date, timing, content and conduct of such Security Tests shall be agreed in advance with the Customer. Subject to compliance by the Supplier with the foregoing requirements, if any Security Tests adversely affect the Suppliers ability to deliver the Services so as to meet the Service Level Performance Measures, the Supplier shall be granted relief against any resultant under-performance for the period of the Security Tests.

6.2 The Customer shall be entitled to send a representative to witness the conduct of the Security Tests. The Supplier shall provide the Customer with the results of such Security Tests (in a form approved by the Customer in advance) as soon as practicable after completion of each Security Test.

- 6.3 Without prejudice to any other right of audit or access granted to the Customer pursuant to this Call Off Contract, the Customer and/or its authorised representatives shall be entitled, at any time upon giving reasonable notice to the Supplier, to carry out such tests (including penetration tests) as it may deem necessary in relation to the ISMS and the Suppliers compliance with the ISMS and the Security Management Plan. The Customer may notify the Supplier of the results of such tests after completion of each such test. If any such Customer's test adversely affects the Suppliers ability to deliver the Services so as to meet the Target Performance Levels, the Supplier shall be granted relief against any resultant under-performance for the period of the Customer's test.
- 6.4 Where any Security Test carried out pursuant to paragraphs 6.2 or 6.3 of this Call Off Schedule 7 reveals any actual or potential Breach of Security or weaknesses (including un-patched vulnerabilities, poor configuration and/or incorrect system management), the Supplier shall promptly notify the Customer of any changes to the ISMS and to the Security Management Plan (and the implementation thereof) which the Supplier proposes to make in order to correct such failure or weakness. Subject to the Customer's prior written Approval, the Supplier shall implement such changes to the ISMS and the Security Management Plan and repeat the relevant Security Tests in accordance with the timetable agreed with the Customer or, otherwise, as soon as reasonably possible. For the avoidance of doubt, where the change to the ISMS or Security Management Plan is to address a non-compliance with the Security Policy or security requirements (as set out in Annex 1 (Security) to this Call Off Schedule 7) or the requirements of this Call Off Schedule 7, the change to the ISMS or Security Management Plan shall be at no cost to the Customer.
- 6.5 If any repeat Security Test carried out pursuant to paragraph 6.4 of this Call Off Schedule 7 reveals an actual or potential Breach of Security exploiting the same root cause failure, such circumstance shall constitute a material Default of this Call Off Contract.

7. ISMS COMPLIANCE

- 7.1 The Customer shall be entitled to carry out such security audits as it may reasonably deem necessary in order to ensure that the ISMS maintains compliance with the principles and practices of ISO 27001 and/or the Security Policy.
- 7.2 If, on the basis of evidence provided by such security audits, it is the Customer's reasonable opinion that compliance with the principles and practices of ISO/IEC 27001 and/or the Security Policy are not being achieved by the Supplier, then the Customer shall notify the Supplier of the same and give the Supplier a reasonable time (having regard to the extent and criticality of any non-compliance and any other relevant circumstances) to implement and remedy. If the Supplier does not become compliant within the required time then the Customer shall have the right to obtain an independent audit against these standards in whole or in part.
- 7.3 If, as a result of any such independent audit as described in paragraph 7.2 of this Call Off Schedule 7 the Supplier is found to be non-compliant with the principles and practices of ISO/IEC 27001 and/or the Security Policy then the Supplier shall, at its own expense, undertake those actions required in order to achieve the necessary compliance and shall reimburse in full the costs incurred by the Customer in obtaining such audit.

8. BREACH OF SECURITY

8.1 Either Party shall notify the other in accordance with the agreed security incident management process as defined by the ISMS upon becoming aware of any breach of security or any potential or attempted Breach of Security.

8.2 Without prejudice to the security incident management process, upon becoming aware of any of the circumstances referred to in paragraph 8.1 of this Call Off Schedule 7, the Supplier shall:

8.2.1 immediately take all reasonable steps (which shall include any action or changes reasonably required by the Customer) necessary to:

- (a) minimise the extent of actual or potential harm caused by any Breach of Security;
- (b) remedy such Breach of Security or any potential or attempted Breach of Security in order to protect the integrity of the Customer Property and/or Customer Assets and/or ISMS to the extent that this within the Suppliers control;
- (c) apply a tested mitigation against any such Breach of Security or attempted Breach of Security and provided that reasonable testing has been undertaken by the Supplier, if the mitigation adversely affects the Suppliers ability to provide the Services so as to meet the relevant Service Level Performance Measures, the Supplier shall be granted relief against any resultant under-performance for such period as the Customer, acting reasonably, may specify by written notice to the Supplier;
- (d) prevent a further Breach of Security or any potential or attempted Breach of Security in the future exploiting the same root cause failure;
- (e) supply any requested data to the Customer (or the Computer Emergency Response Team for UK Government (“GovCertUK”)) on the Customer’s request within two (2) Working Days and without charge (where such requests are reasonably related to a possible incident or compromise); and
- (f) as soon as reasonably practicable provide to the Customer full details (using the reporting mechanism defined by the ISMS) of the Breach of Security or the potential or attempted Breach of Security, including a root cause analysis where required by the Customer.

8.3 In the event that any action is taken in response to a Breach of Security or potential or attempted Breach of Security that demonstrates non-compliance of the ISMS with the Security Policy or the requirements of this Call Off Schedule 7, then any required change to the ISMS shall be at no cost to the Customer.

ANNEX 1: SECURITY POLICY

DEPARTMENTAL SECURITY ASSURANCE MODEL (DSAM)

[HTTPS://WWW.GOV.UK/GOVERNMENT/PUBLICATIONS/GOVERNMENT-SUPPLIER-ASSURANCE-FRAMEWORK.](https://www.gov.uk/government/publications/government-supplier-assurance-framework)

ANNEX 2: SECURITY MANAGEMENT PLAN

[Supplier to Provide post Tender]

CALL OFF SCHEDULE 8: BUSINESS CONTINUITY AND DISASTER RECOVERY

1. DEFINITIONS

1.1 In this Call Off Schedule 8, the following definitions shall apply:

"Business Continuity Plan"	has the meaning given to it in paragraph 2.2.1(b) of this Call Off Schedule 8;
"Disaster Recovery Plan"	has the meaning given to it in 2.2.1(c) of this Call Off Schedule 8;
"Disaster Recovery System"	means the system embodied in the processes and procedures for restoring the provision of Goods and/or Services following the occurrence of a disaster;
"Review Report"	has the meaning given to it in paragraph 6.2 of this Call Off Schedule 8;
"Suppliers Proposals"	has the meaning given to it in paragraph 6.2.3 of this Call Off Schedule 8;

2. BCDR PLAN

2.1 Within thirty 30 Working Days from the Call Off Commencement Date the Supplier shall prepare and deliver to the Customer for the Customer's written approval a plan, which shall detail the processes and arrangements that the Supplier shall follow to:

2.1.1 ensure continuity of the business processes and operations supported by the Services following any failure or disruption of any element of the Services; and

2.1.2 the recovery of the Services in the event of a Disaster.

2.2 The BCDR Plan shall:

2.2.1 be divided into three parts:

- (a) Part A which shall set out general principles applicable to the BCDR Plan;
- (b) Part B which shall relate to business continuity (the **"Business Continuity Plan"**); and
- (c) Part C which shall relate to disaster recovery (the **"Disaster Recovery Plan"**); and

2.2.2 unless otherwise required by the Customer in writing, be based upon and be consistent with the provisions of paragraphs 3, 4 and 5.

2.3 Following receipt of the draft BCDR Plan from the Supplier, the Customer shall:

2.3.1 review and comment on the draft BCDR Plan as soon as reasonably practicable; and

2.3.2 notify the Supplier in writing that it approves or rejects the draft BCDR Plan no later than twenty (20) Working Days after the date on which the draft BCDR Plan is first delivered to the Customer.

2.4 If the Customer rejects the draft BCDR Plan:

2.4.1 the Customer shall inform the Supplier in writing of its reasons for its rejection; and

- 2.4.2 the Supplier shall then revise the draft BCDR Plan (taking reasonable account of the Customer's comments) and shall re-submit a revised draft BCDR Plan to the Customer for the Customer's approval within twenty (20) Working Days of the date of the Customer's notice of rejection. The provisions of paragraphs 2.3 and 2.4 of this Call Off Schedule 8 shall apply again to any resubmitted draft BCDR Plan, provided that either Party may refer any disputed matters for resolution by the Dispute Resolution Procedure at any time.

3. PART A OF THE BCDR PLAN AND GENERAL PRINCIPLES AND REQUIREMENTS

3.1 Part A of the BCDR Plan shall:

- 3.1.1 set out how the business continuity and disaster recovery elements of the BCDR Plan link to each other;
- 3.1.2 provide details of how the invocation of any element of the BCDR Plan may impact upon the operation of the provision of the Services and any goods and/or services provided to the Customer by a Related Supplier;
- 3.1.3 contain an obligation upon the Supplier to liaise with the Customer and (at the Customer's request) any Related Suppliers with respect to issues concerning business continuity and disaster recovery where applicable;
- 3.1.4 detail how the BCDR Plan links and interoperates with any overarching and/or connected disaster recovery or business continuity plan of the Customer and any of its other Related Supplier in each case as notified to the Supplier by the Customer from time to time;
- 3.1.5 contain a communication strategy including details of an incident and problem management service and advice and help desk facility which can be accessed via multi-channels (including but without limitation a web-site (with FAQs), e-mail, phone and fax) for both portable and desk top configurations, where required by the Customer;
- 3.1.6 contain a risk analysis, including:
- (a) failure or disruption scenarios and assessments and estimates of frequency of occurrence;
 - (b) identification of any single points of failure within the provision of Goods and/or Services and processes for managing the risks arising therefrom;
 - (c) identification of risks arising from the interaction of the provision of Goods and/or Services and with the Services provided by a Related Supplier; and
 - (d) a business impact analysis (detailing the impact on business processes and operations) of different anticipated failures or disruptions;
- 3.1.7 provide for documentation of processes, including business processes, and procedures;
- 3.1.8 set out key contact details (including roles and responsibilities) for the Supplier (and any Sub-Contractors) and for the Customer;
- 3.1.9 identify the procedures for reverting to "normal service";
- 3.1.10 set out method(s) of recovering or updating data collected (or which ought to have been collected) during a failure or disruption to ensure that there is no more than the accepted amount of data loss and to preserve data integrity;
- 3.1.11 identify the responsibilities (if any) that the Customer has agreed it will assume in the event of the invocation of the BCDR Plan; and

- 3.1.12 provide for the provision of technical advice and assistance to key contacts at the Customer as notified by the Customer from time to time to inform decisions in support of the Customer's business continuity plans.

3.2 The BCDR Plan shall be designed so as to ensure that:

- 3.2.1 the Services are provided in accordance with this Call Off Contract at all times during and after the invocation of the BCDR Plan;
- 3.2.2 the adverse impact of any Disaster, service failure, or disruption on the operations of the Customer is minimal as far as reasonably possible;
- 3.2.3 it complies with the relevant provisions of ISO/IEC 27002 and all other industry standards from time to time in force; and
- 3.2.4 there is a process for the management of disaster recovery testing detailed in the BCDR Plan.

3.3 The BCDR Plan shall be upgradeable and sufficiently flexible to support any changes to the Services or to the business processes facilitated by and the business operations supported by the provision of Goods and/or Services.

3.4 The Supplier shall not be entitled to any relief from its obligations under the Service Levels or to any increase in the Charges to the extent that a Disaster occurs as a consequence of any breach by the Supplier of this Call Off Contract.

4. BUSINESS CONTINUITY PLAN - PRINCIPLES AND CONTENTS

4.1 The Business Continuity Plan shall set out the arrangements that are to be invoked to ensure that the business processes and operations facilitated by the provision of Goods and/or Services remain supported and to ensure continuity of the business operations supported by the Services including, unless the Customer expressly states otherwise in writing:

- 4.1.1 the alternative processes (including business processes), options and responsibilities that may be adopted in the event of a failure in or disruption to the provision of Goods and/or Services; and
- 4.1.2 the steps to be taken by the Supplier upon resumption of the provision of Goods and/or Services in order to address any prevailing effect of the failure or disruption including a root cause analysis of the failure or disruption.

4.2 The Business Continuity Plan shall:

- 4.2.1 address the various possible levels of failures of or disruptions to the provision of Goods and/or Services;
- 4.2.2 set out the Services to be provided and the steps to be taken to remedy the different levels of failures of and disruption to the Goods and/or Services (such goods and/or services and steps, the "**Business Continuity Goods and/or Services**");
- 4.2.3 specify any applicable Service Levels with respect to the provision of the Business Continuity Services and details of any agreed relaxation to the Service Levels in respect of the provision of other Goods and/or Services during any period of invocation of the Business Continuity Plan; and
- 4.2.4 clearly set out the conditions and/or circumstances under which the Business Continuity Plan is invoked.

5. DISASTER RECOVERY PLAN - PRINCIPLES AND CONTENTS

5.1 The Disaster Recovery Plan shall be designed so as to ensure that upon the occurrence of a Disaster the Supplier ensures continuity of the business operations

of the Customer supported by the Services following any Disaster or during any period of service failure or disruption with, as far as reasonably possible, minimal adverse impact.

5.2 The Disaster Recovery Plan shall be invoked only upon the occurrence of a Disaster.

5.3 The Disaster Recovery Plan shall include the following:

- 5.3.1 the technical design and build specification of the Disaster Recovery System;
- 5.3.2 details of the procedures and processes to be put in place by the Supplier in relation to the Disaster Recovery System and the provision of the Disaster Recovery Services and any testing of the same including but not limited to the following:
 - (a) data centre and disaster recovery site audits;
 - (b) backup methodology and details of the Suppliers approach to data back-up and data verification;
 - (c) identification of all potential disaster scenarios;
 - (d) risk analysis;
 - (e) documentation of processes and procedures;
 - (f) hardware configuration details;
 - (g) network planning including details of all relevant data networks and communication links;
 - (h) invocation rules;
 - (i) Service recovery procedures; and
 - (j) steps to be taken upon resumption of the provision of Goods and/or Services to address any prevailing effect of the failure or disruption of the provision of Goods and/or Services;
- 5.3.3 any applicable Service Levels with respect to the provision of the Disaster Recovery Services and details of any agreed relaxation to the Service Levels in respect of the provision of other Goods and/or Services during any period of invocation of the Disaster Recovery Plan;
- 5.3.4 details of how the Supplier shall ensure compliance with security standards ensuring that compliance is maintained for any period during which the Disaster Recovery Plan is invoked;
- 5.3.5 access controls to any disaster recovery sites used by the Supplier in relation to its obligations pursuant to this Schedule 8; and
- 5.3.6 testing and management arrangements.

6. REVIEW AND AMENDMENT OF THE BCDR PLAN

6.1 The Supplier shall review the BCDR Plan (and the risk analysis on which it is based):

- 6.1.1 on a regular basis and as a minimum once every six (6) Months;
- 6.1.2 within three calendar months of the BCDR Plan (or any part) having been invoked pursuant to paragraph 7; and
- 6.1.3 where the Customer requests any additional reviews (over and above those provided for in paragraphs 6.1.1 and 6.1.2 of this Call Off Schedule 8) by notifying the Supplier to such effect in writing, whereupon the Supplier shall conduct such reviews in accordance with the Customer's written requirements. Prior to starting its review, the Supplier shall provide an accurate written estimate of the total costs payable by the Customer for the Customer's

approval. The costs of both Parties of any such additional reviews shall be met by the Customer except that the Supplier shall not be entitled to charge the Customer for any costs that it may incur above any estimate without the Customer's prior written approval.

6.2 Each review of the BCDR Plan pursuant to paragraph 6.1 of this Call off Schedule 8 shall be a review of the procedures and methodologies set out in the BCDR Plan and shall assess their suitability having regard to any change to the Services or any underlying business processes and operations facilitated by or supported by the Services which have taken place since the later of the original approval of the BCDR Plan or the last review of the BCDR Plan and shall also have regard to any occurrence of any event since that date (or the likelihood of any such event taking place in the foreseeable future) which may increase the likelihood of the need to invoke the BCDR Plan. The review shall be completed by the Supplier within the period required by the BCDR Plan or, if no such period is required, within such period as the Customer shall reasonably require. The Supplier shall, within twenty (20) Working Days of the conclusion of each such review of the BCDR Plan, provide to the Customer a report (a "**Review Report**") setting out:

- 6.2.1 the findings of the review;
- 6.2.2 any changes in the risk profile associated with the provision of Goods and/or Services; and
- 6.2.3 the Suppliers proposals (the "**Suppliers Proposals**") for addressing any changes in the risk profile and its proposals for amendments to the BCDR Plan following the review detailing the impact (if any and to the extent that the Supplier can reasonably be expected to be aware of the same) that the implementation of such proposals may have on any goods, services or systems provided by a third party.

6.3 Following receipt of the Review Report and the Suppliers Proposals, the Customer shall:

- 6.3.1 review and comment on the Review Report and the Suppliers Proposals as soon as reasonably practicable; and
- 6.3.2 notify the Supplier in writing that it approves or rejects the Review Report and the Suppliers Proposals no later than twenty (20) Working Days after the date on which they are first delivered to the Customer.

6.4 If the Customer rejects the Review Report and/or the Suppliers Proposals:

- 6.4.1 the Customer shall inform the Supplier in writing of its reasons for its rejection; and
- 6.4.2 the Supplier shall then revise the Review Report and/or the Suppliers Proposals as the case may be (taking reasonable account of the Customer's comments and carrying out any necessary actions in connection with the revision) and shall re-submit a revised Review Report and/or revised Suppliers Proposals to the Customer for the Customer's approval within twenty (20) Working Days of the date of the Customer's notice of rejection. The provisions of paragraphs 6.3 and 6.4 of this Call Off Schedule 8 shall apply again to any resubmitted Review Report and Suppliers Proposals, provided that either Party may refer any disputed matters for resolution by the Dispute Resolution Procedure at any time.

6.5 The Supplier shall as soon as is reasonably practicable after receiving the Customer's approval of the Suppliers Proposals (having regard to the significance of any risks highlighted in the Review Report) effect any change in its practices or procedures necessary so as to give effect to the Suppliers Proposals. Any such change shall be at the Suppliers expense unless it can be reasonably shown that the changes are required because of a material change to the risk profile of the Services.

7. TESTING OF THE BCDR PLAN

- 7.1 The Supplier shall test the BCDR Plan on a regular basis (and in any event not less than once in every Contract Year). Subject to paragraph 7.2 of this Call Off Schedule 8, the Customer may require the Supplier to conduct additional tests of some or all aspects of the BCDR Plan at any time where the Customer considers it necessary, including where there has been any change to the Services or any underlying business processes, or on the occurrence of any event which may increase the likelihood of the need to implement the BCDR Plan.
- 7.2 If the Customer requires an additional test of the BCDR Plan, it shall give the Supplier written notice and the Supplier shall conduct the test in accordance with the Customer's requirements and the relevant provisions of the BCDR Plan. The Suppliers costs of the additional test shall be borne by the Customer unless the BCDR Plan fails the additional test in which case the Suppliers costs of that failed test shall be borne by the Supplier.
- 7.3 The Supplier shall undertake and manage testing of the BCDR Plan in full consultation with the Customer and shall liaise with the Customer in respect of the planning, performance, and review, of each test, and shall comply with the reasonable requirements of the Customer in this regard. Each test shall be carried out under the supervision of the Customer or its nominee.
- 7.4 The Supplier shall ensure that any use by it or any Sub-Contractor of "live" data in such testing is first approved with the Customer. Copies of live test data used in any such testing shall be (if so required by the Customer) destroyed or returned to the Customer on completion of the test.
- 7.5 The Supplier shall, within twenty (20) Working Days of the conclusion of each test, provide to the Customer a report setting out:
- 7.5.1 the outcome of the test;
 - 7.5.2 any failures in the BCDR Plan (including the BCDR Plan's procedures) revealed by the test; and
 - 7.5.3 the Suppliers proposals for remedying any such failures.
- 7.6 Following each test, the Supplier shall take all measures requested by the Customer, (including requests for the re-testing of the BCDR Plan) to remedy any failures in the BCDR Plan and such remedial activity and re-testing shall be completed by the Supplier, at no additional cost to the Customer, by the date reasonably required by the Customer and set out in such notice.
- 7.7 For the avoidance of doubt, the carrying out of a test of the BCDR Plan (including a test of the BCDR Plan's procedures) shall not relieve the Supplier of any of its obligations under this Call Off Contract.
- 7.8 The Supplier shall also perform a test of the BCDR Plan in the event of any major reconfiguration of the Services or as otherwise reasonably requested by the Customer.

8. INVOCATION OF THE BCDR PLAN

- 8.1 In the event of a complete loss of service or in the event of a Disaster, the Supplier shall immediately invoke the BCDR Plan (and shall inform the Customer promptly of such invocation). In all other instances the Supplier shall invoke or test the BCDR Plan only with the prior consent of the Customer.

CALL OFF SCHEDULE 9: EXIT MANAGEMENT

1. DEFINITIONS

1.1 In this Call Off Schedule 9, the following definitions shall apply:

"Exclusive Assets"	means those Supplier Assets used by the Supplier or a Key Sub-Contractor which are used exclusively in the provision of the Services;
"Exit Information"	has the meaning given to it in paragraph 4.1 of this Call Off Schedule 9;
"Exit Manager"	means the person appointed by each Party pursuant to paragraph 3.4 of this Call Off Schedule 9 for managing the Parties' respective obligations under this Call Off Schedule 9;
"Net Book Value"	means the net book value of the relevant Supplier Asset(s) calculated in accordance with the depreciation policy of the Supplier set out in the letter in the agreed form from the Supplier to the Customer of even date with this Call Off Contract;
"Non-Exclusive Assets"	means those Supplier Assets (if any) which are used by the Supplier or a Key Sub-Contractor in connection with the Services but which are also used by the Supplier or Key Sub-Contractor for other purposes;
"Registers"	means the register and configuration database referred to in paragraphs 3.1.1 and 3.1.2 of this Call Off Schedule 9;
"Termination Assistance"	means the activities to be performed by the Supplier pursuant to the Exit Plan, and any other assistance required by the Customer pursuant to the Termination Assistance Notice;
"Termination Assistance Notice"	has the meaning given to it in paragraph 6.1 of this Call Off Schedule 9;
"Termination Assistance Period"	means in relation to a Termination Assistance Notice, the period specified in the Termination Assistance Notice for which the Supplier is required to provide the Termination Assistance as such period may be extended pursuant to paragraph 6.2 of this Call Off Schedule 9;
"Transferable Assets"	means those of the Exclusive Assets which are capable of legal transfer to the Customer;
"Transferable Contracts"	means the Sub-Contracts, licences for Supplier Background IPR, Project Specific IPR, licences for Third Party IPR or other agreements which are necessary to enable the Customer or any Replacement Supplier to provide the Services or the Replacement Goods and/or Replacement

Services, including in relation to licences all relevant Documentation;

"Transferring Assets"

has the meaning given to it in paragraph 9.2.1 of this Call Off Schedule 9;

"Transferring Contracts"

has the meaning given to it in paragraph 9.2.3 of this Call Off Schedule 9.

2. INTRODUCTION

2.1 This Call Off Schedule 9 describes provisions that should be included in the Exit Plan, the duties and responsibilities of the Supplier to the Customer leading up to and covering the Call Off Expiry Date and the transfer of service provision to the Customer and/or a Replacement Supplier.

2.2 The objectives of the exit planning and service transfer arrangements are to ensure a smooth transition of the availability of the Services from the Supplier to the Customer and/or a Replacement Supplier at the Call Off Expiry Date.

3. OBLIGATIONS DURING THE CALL OFF CONTRACT PERIOD TO FACILITATE EXIT

3.1 During the Call Off Contract Period, the Supplier shall:

3.1.1 create and maintain a Register of all:

(a) Supplier Assets, detailing their:

(i) make, model and asset number;

(ii) ownership and status as either Exclusive Assets or Non-Exclusive Assets;

(iii) Net Book Value;

(iv) condition and physical location; and

(v) use (including technical specifications); and

(b) Sub-Contracts and other relevant agreements (including relevant software licences, maintenance and support agreements and equipment rental and lease agreements) required for the performance of the Services;

3.1.2 create and maintain a configuration database detailing the technical infrastructure and operating procedures through which the Supplier provides the Services, which shall contain sufficient detail to permit the Customer and/or Replacement Supplier to understand how the Supplier provides the Services and to enable the smooth transition of the Services with the minimum of disruption;

3.1.3 agree the format of the Registers with the Customer as part of the process of agreeing the Exit Plan; and

3.1.4 at all times keep the Registers up to date, in particular in the event that Assets, Sub-Contracts or other relevant agreements are added to or removed from the Services.

3.2 The Supplier shall:

3.2.1 procure that all Exclusive Assets listed in the Registers are clearly marked to identify that they are exclusively used for the provision of the Goods and/or Goods and/or Services under this Call Off Contract; and

3.2.2 (unless otherwise agreed by the Customer in writing) procure that all licences for Third Party IPR and all Sub-Contracts shall be assignable and/or capable of novation at the request of the Customer to the Customer (and/or its nominee) and/or any Replacement Supplier upon the Supplier ceasing to provide the Services (or part of them) without restriction (including any need to obtain any consent or approval) or payment by the Customer.

3.3 Where the Supplier is unable to procure that any Sub-Contract or other agreement referred to in paragraph 3.2.2 of this Call Off Schedule 9 which the Supplier proposes to enter into after the Call Off Commencement Date is assignable and/or capable of novation to the Customer (and/or its nominee) and/or any Replacement Supplier without restriction or payment, the Supplier shall promptly notify the Customer of this and the Parties shall (acting reasonably and without undue delay) discuss the appropriate action to be taken which, where the Customer so directs, may include the Supplier seeking an alternative Sub-Contractor or provider of goods and/or services to which the relevant agreement relates.

3.4 Each Party shall appoint a person for the purposes of managing the Parties' respective obligations under this Call Off Schedule 9 and provide written notification of such appointment to the other Party within three (3) Months of the Call Off Commencement Date. The Suppliers Exit Manager shall be responsible for ensuring that the Supplier and its employees, agents and Sub-Contractors comply with this Call Off Schedule 9. The Supplier shall ensure that its Exit Manager has the requisite authority to arrange and procure any resources of the Supplier as are reasonably necessary to enable the Supplier to comply with the requirements set out in this Call Off Schedule 9. The Parties' Exit Managers will liaise with one another in relation to all issues relevant to the termination of this Call Off Contract and all matters connected with this Call Off Schedule 9 and each Party's compliance with it.

4. OBLIGATIONS TO ASSIST ON RE-TENDERING OF GOODS AND/OR SERVICES

4.1 On reasonable notice at any point during the Call Off Contract Period, the Supplier shall provide to the Customer and/or its potential Replacement Suppliers (subject to the potential Replacement Suppliers entering into reasonable written confidentiality undertakings), the following material and information in order to facilitate the preparation by the Customer of any invitation to tender and/or to facilitate any potential Replacement Suppliers undertaking due diligence:

- 4.1.1 details of the Service(s);
- 4.1.2 a copy of the Registers, updated by the Supplier up to the date of delivery of such Registers;
- 4.1.3 an inventory of Customer Data in the Suppliers possession or control;
- 4.1.4 details of any key terms of any third party contracts and licences, particularly as regards charges, termination, assignment and novation;
- 4.1.5 a list of on-going and/or threatened disputes in relation to the provision of the Services;
- 4.1.6 all information relating to Transferring Supplier Employees required to be provided by the Supplier under this Call Off Contract; and
- 4.1.7 such other material and information as the Customer shall reasonably require, (together, the "**Exit Information**").

4.2 The Supplier acknowledges that the Customer may disclose the Suppliers Confidential Information to an actual or prospective Replacement Supplier or any third party whom the Customer is considering engaging to the extent that such disclosure is necessary in connection with such engagement (except that the Customer may not under this paragraph 4.2 of this Call Off Schedule 9 disclose any

Suppliers Confidential Information which is information relating to the Suppliers or its Sub-Contractors' prices or costs).

4.3 The Supplier shall:

- 4.3.1 notify the Customer within five (5) Working Days of any material change to the Exit Information which may adversely impact upon the provision of any Goods and/or Services and shall consult with the Customer regarding such proposed material changes; and
- 4.3.2 provide complete updates of the Exit Information on an as-requested basis as soon as reasonably practicable and in any event within ten (10) Working Days of a request in writing from the Customer.

4.4 The Supplier may charge the Customer for its reasonable additional costs to the extent the Customer requests more than four (4) updates in any six (6) month period.

4.5 The Exit Information shall be accurate and complete in all material respects and the level of detail to be provided by the Supplier shall be such as would be reasonably necessary to enable a third party to:

- 4.5.1 prepare an informed offer for those Goods and/or Services; and
- 4.5.2 not be disadvantaged in any subsequent procurement process compared to the Supplier (if the Supplier is invited to participate).

5. EXIT PLAN

5.1 The Supplier shall, within three (3) Months after the Call Off Commencement Date, deliver to the Customer an Exit Plan which:

- 5.1.1 sets out the Suppliers proposed methodology for achieving an orderly transition of the Services from the Supplier to the Customer and/or its Replacement Supplier on the expiry or termination of this Call Off Contract;
- 5.1.2 complies with the requirements set out in paragraph 5.3 of this Call Off Schedule 9;
- 5.1.3 is otherwise reasonably satisfactory to the Customer.

5.2 The Parties shall use reasonable endeavours to agree the contents of the Exit Plan. If the Parties are unable to agree the contents of the Exit Plan within twenty (20) Working Days of its submission, then such Dispute shall be resolved in accordance with the Dispute Resolution Procedure.

5.3 Unless otherwise specified by the Customer or Approved, the Exit Plan shall set out, as a minimum:

- 5.3.1 how the Exit Information is obtained;
- 5.3.2 the management structure to be employed during both transfer and cessation of the Services;
- 5.3.3 the management structure to be employed during the Termination Assistance Period;
- 5.3.4 a detailed description of both the transfer and cessation processes, including a timetable;
- 5.3.5 how the Services will transfer to the Replacement Supplier and/or the Customer, including details of the processes, documentation, data transfer, systems migration, security and the segregation of the Customer's technology components from any technology components operated by the Supplier or its Sub-Contractors (where applicable);
- 5.3.6 details of contracts (if any) which will be available for transfer to the Customer and/or the Replacement Supplier upon the Call Off Expiry Date together with any reasonable costs required to effect such transfer (and the Supplier agrees that all assets and contracts used by the Supplier in connection with the provision of the Services will be available for such transfer);

- 5.3.7 proposals for the training of key members of the Replacement Suppliers personnel in connection with the continuation of the provision of the Services following the Call Off Expiry Date charged at rates agreed between the Parties at that time;
- 5.3.8 proposals for providing the Customer or a Replacement Supplier copies of all documentation:
 - (a) used in the provision of the Services and necessarily required for the continued use thereof, in which the Intellectual Property Rights are owned by the Supplier; and
 - (b) relating to the use and operation of the Services;
- 5.3.9 proposals for the assignment or novation of the provision of all services, leases, maintenance agreements and support agreements utilised by the Supplier in connection with the performance of the supply of the Services;
- 5.3.10 proposals for the identification and return of all Customer Property in the possession of and/or control of the Supplier or any third party (including any Sub-Contractor);
- 5.3.11 proposals for the disposal of any redundant Goods and/or Services and materials;
- 5.3.12 procedures to deal with requests made by the Customer and/or a Replacement Supplier for Staffing Information pursuant to Call Off Schedule 10 (Staff Transfer);
- 5.3.13 how each of the issues set out in this Call Off Schedule 9 will be addressed to facilitate the transition of the Services from the Supplier to the Replacement Supplier and/or the Customer with the aim of ensuring that there is no disruption to or degradation of the Services during the Termination Assistance Period; and
- 5.3.14 proposals for the supply of any other information or assistance reasonably required by the Customer or a Replacement Supplier in order to effect an orderly handover of the provision of the Services.

6. TERMINATION ASSISTANCE

6.1 The Customer shall be entitled to require the provision of Termination Assistance at any time during the Call Off Contract Period by giving written notice to the Supplier (a "**Termination Assistance Notice**") at least four (4) Months prior to the Call Off Expiry Date or as soon as reasonably practicable (but in any event, not later than one (1) month) following the service by either Party of a Termination Notice. The Termination Assistance Notice shall specify:

- 6.1.1 the date from which Termination Assistance is required;
- 6.1.2 the nature of the Termination Assistance required; and
- 6.1.3 the period during which it is anticipated that Termination Assistance will be required, which shall continue no longer than twelve (12) Months after the date that the Supplier ceases to provide the Services.

6.2 The Customer shall have an option to extend the Termination Assistance Period beyond the period specified in the Termination Assistance Notice provided that such extension shall not extend for more than six (6) Months after the date the Supplier ceases to provide the Services or, if applicable, beyond the end of the Termination Assistance Period and provided that it shall notify the Supplier to such effect no later than twenty (20) Working Days prior to the date on which the provision of Termination Assistance is otherwise due to expire. The Customer shall have the right to terminate its requirement for Termination Assistance by serving not less than (20) Working Days' written notice upon the Supplier to such effect.

7. TERMINATION ASSISTANCE PERIOD

7.1 Throughout the Termination Assistance Period, or such shorter period as the Customer may require, the Supplier shall:

- 7.1.1 continue to provide the Services (as applicable) and, if required by the Customer pursuant to paragraph 6.1 of this Call Off Schedule 9, provide the Termination Assistance;
- 7.1.2 in addition to providing the Services and the Termination Assistance, provide to the Customer any reasonable assistance requested by the Customer to allow the Services to continue without interruption following the termination or expiry of this Call Off Contract and to facilitate the orderly transfer of responsibility for and conduct of the Services to the Customer and/or its Replacement Supplier;
- 7.1.3 use all reasonable endeavours to reallocate resources to provide such assistance as is referred to in paragraph 7.1.2 of this Call Off Schedule 9 without additional costs to the Customer;
- 7.1.4 provide the Services and the Termination Assistance at no detriment to the Service Level Performance Measures, save to the extent that the Parties agree otherwise in accordance with paragraph 7.3; and
- 7.1.5 at the Customer's request and on reasonable notice, deliver up-to-date Registers to the Customer.

7.2 Without prejudice to the Suppliers obligations under paragraph 7.1.3 of this Call Off Schedule 9, if it is not possible for the Supplier to reallocate resources to provide such assistance as is referred to in paragraph 7.1.2 of this Call Off Schedule 9 without additional costs to the Customer, any additional costs incurred by the Supplier in providing such reasonable assistance which is not already in the scope of the Termination Assistance or the Exit Plan shall be subject to the Variation Procedure.

7.3 If the Supplier demonstrates to the Customer's reasonable satisfaction that transition of the Services and provision of the Termination Assist during the Termination Assistance Period will have a material, unavoidable adverse effect on the Suppliers ability to meet one or more particular Service Level Performance Measure(s), the Parties shall vary the relevant Service Level Performance Measure(s) and/or the applicable Service Credits to take account of such adverse effect.

8. TERMINATION OBLIGATIONS

8.1 The Supplier shall comply with all of its obligations contained in the Exit Plan.

8.2 Upon termination or expiry (as the case may be) or at the end of the Termination Assistance Period (or earlier if this does not adversely affect the Suppliers performance of the Services and the Termination Assistance and its compliance with the other provisions of this Call Off Schedule 9), the Supplier shall:

- 8.2.1 cease to use the Customer Data;
- 8.2.2 provide the Customer and/or the Replacement Supplier with a complete and uncorrupted version of the Customer Data in electronic form (or such other format as reasonably required by the Customer);
- 8.2.3 erase from any computers, storage devices and storage media that are to be retained by the Supplier after the end of the Termination Assistance Period all Customer Data and promptly certify to the Customer that it has completed such deletion;
- 8.2.4 return to the Customer such of the following as is in the Suppliers possession or control:
 - (a) all materials created by the Supplier under this Call Off Contract in which the IPRs are owned by the Customer;

- (b) any equipment which belongs to the Customer;
- (c) any items that have been on-charged to the Customer, such as consumables; and
- (d) all Customer Property issued to the Supplier under Clause 31 of this Call Off Contract (Customer Property). Such Customer Property shall be handed back to the Customer in good working order (allowance shall be made only for reasonable wear and tear);
- (e) any sums prepaid by the Customer in respect of Goods and/or Services not Delivered by the Call Off Expiry Date;

8.2.5 vacate any Customer Premises;

8.2.6 remove the Supplier Equipment together with any other materials used by the Supplier to supply the Services and shall leave the Sites in a clean, safe and tidy condition. The Supplier is solely responsible for making good any damage to the Sites or any objects contained thereon, other than fair wear and tear, which is caused by the Supplier and/or any Supplier Personnel;

8.2.7 provide access during normal working hours to the Customer and/or the Replacement Supplier for up to twelve (12) Months after expiry or termination to:

- (a) such information relating to the Services as remains in the possession or control of the Supplier; and
- (b) such members of the Supplier Personnel as have been involved in the design, development and provision of the Services and who are still employed by the Supplier, provided that the Customer and/or the Replacement Supplier shall pay the reasonable costs of the Supplier actually incurred in responding to requests for access under this paragraph.

8.3 Upon termination or expiry (as the case may be) or at the end of the Termination Assistance Period (or earlier if this does not adversely affect the Suppliers performance of the Services and the Termination Assistance and its compliance with the other provisions of this Call Off Schedule 9), each Party shall return to the other Party (or if requested, destroy or delete) all Confidential Information of the other Party and shall certify that it does not retain the other Party's Confidential Information save to the extent (and for the limited period) that such information needs to be retained by the Party in question for the purposes of providing or receiving any Goods and/or Services or termination services or for statutory compliance purposes.

8.4 Except where this Call Off Contract provides otherwise, all licences, leases and authorisations granted by the Customer to the Supplier in relation to the Services shall be terminated with effect from the end of the Termination Assistance Period.

9. ASSETS AND SUB-CONTRACTS

9.1 Following notice of termination of this Call Off Contract and during the Termination Assistance Period, the Supplier shall not, without the Customer's prior written consent:

9.1.1 terminate, enter into or vary any Sub-Contract;

9.1.2 (subject to normal maintenance requirements) make material modifications to, or dispose of, any existing Supplier Assets or acquire any new Supplier Assets; or

9.1.3 terminate, enter into or vary any licence for software in connection with the provision of Goods and/or Services.

9.2 Within twenty (20) Working Days of receipt of the up-to-date Registers provided by the Supplier pursuant to paragraph 7.1.5 of this Call Off Schedule 9, the Customer shall provide written notice to the Supplier setting out:

9.2.1 which, if any, of the Transferable Assets the Customer requires to be transferred to the Customer and/or the Replacement Supplier ("**Transferring Assets**");

9.2.2 which, if any, of:

(a) the Exclusive Assets that are not Transferable Assets; and

(b) the Non-Exclusive Assets,

the Customer and/or the Replacement Supplier requires the continued use of; and

9.2.3 which, if any, of Transferable Contracts the Customer requires to be assigned or novated to the Customer and/or the Replacement Supplier (the "**Transferring Contracts**"),

in order for the Customer and/or its Replacement Supplier to provide the Services from the expiry of the Termination Assistance Period. Where requested by the Customer and/or its Replacement Supplier, the Supplier shall provide all reasonable assistance to the Customer and/or its Replacement Supplier to enable it to determine which Transferable Assets and Transferable Contracts the Customer and/or its Replacement Supplier requires to provide the Services or the Replacement Goods and/or Replacement Services.

9.3 With effect from the expiry of the Termination Assistance Period, the Supplier shall sell the Transferring Assets to the Customer and/or its nominated Replacement Supplier for a consideration equal to their Net Book Value, except where the cost of the Transferring Asset has been partially or fully paid for through the Call Off Contract Charges at the Call Off expiry Date, in which case the Customer shall pay the Supplier the Net Book Value of the Transferring Asset less the amount already paid through the Call Off Contract Charges.

9.4 Risk in the Transferring Assets shall pass to the Customer or the Replacement Supplier (as appropriate) at the end of the Termination Assistance Period and title to the Transferring Assets shall pass to the Customer or the Replacement Supplier (as appropriate) on payment for the same.

9.5 Where the Supplier is notified in accordance with paragraph 9.2.2 of this Call Off Schedule 9 that the Customer and/or the Replacement Supplier requires continued use of any Exclusive Assets that are not Transferable Assets or any Non-Exclusive Assets, the Supplier shall as soon as reasonably practicable:

9.5.1 procure a non-exclusive, perpetual, royalty-free licence (or licence on such other terms that have been agreed by the Customer) for the Customer and/or the Replacement Supplier to use such assets (with a right of sub-licence or assignment on the same terms); or failing which

9.5.2 procure a suitable alternative to such assets and the Customer or the Replacement Supplier shall bear the reasonable proven costs of procuring the same.

9.6 The Supplier shall as soon as reasonably practicable assign or procure the novation to the Customer and/or the Replacement Supplier of the Transferring Contracts. The Supplier shall execute such documents and provide such other assistance as the Customer reasonably requires to effect this novation or assignment.

9.7 The Customer shall:

9.7.1 accept assignments from the Supplier or join with the Supplier in procuring a novation of each Transferring Contract; and

9.7.2 once a Transferring Contract is novated or assigned to the Customer and/or the Replacement Supplier, carry out, perform and discharge all the obligations and liabilities created by or arising under that Transferring Contract and exercise its rights arising under that Transferring Contract, or as applicable, procure that the Replacement Supplier does the same.

9.8 The Supplier shall hold any Transferring Contracts on trust for the Customer until such time as the transfer of the relevant Transferring Contract to the Customer and/or the Replacement Supplier has been effected.

9.9 The Supplier shall indemnify the Customer (and/or the Replacement Supplier, as applicable) against each loss, liability and cost arising out of any claims made by a counterparty to a Transferring Contract which is assigned or novated to the Customer (and/or Replacement Supplier) pursuant to paragraph 9.6 of this Call Off Schedule 9 in relation to any matters arising prior to the date of assignment or novation of such Transferring Contract.

10. SUPPLIER PERSONNEL

10.1 The Customer and Supplier agree and acknowledge that in the event of the Supplier ceasing to provide the Services or part of them for any reason, Call Off Schedule 10 (Staff Transfer) shall apply.

10.2 The Supplier shall not take any step (expressly or implicitly and directly or indirectly by itself or through any other person) to dissuade or discourage any employees engaged in the provision of the Services from transferring their employment to the Customer and/or the Replacement Supplier.

10.3 During the Termination Assistance Period, the Supplier shall give the Customer and/or the Replacement Supplier reasonable access to the Suppliers personnel to present the case for transferring their employment to the Customer and/or the Replacement Supplier.

10.4 The Supplier shall immediately notify the Customer or, at the direction of the Customer, the Replacement Supplier of any period of notice given by the Supplier or received from any person referred to in the Staffing Information, regardless of when such notice takes effect.

10.5 The Supplier shall not for a period of twelve (12) Months from the date of transfer re-employ or re-engage or entice any employees, suppliers or Sub-Contractors whose employment or engagement is transferred to the Customer and/or the Replacement Supplier, unless approval has been obtained from the Customer which shall not be unreasonably withheld.

11. CHARGES

11.1 Except as otherwise expressly specified in this Call Off Contract, the Supplier shall not make any charges for the services provided by the Supplier pursuant to, and the Customer shall not be obliged to pay for costs incurred by the Supplier in relation to its compliance with, this Call Off Schedule 9 including the preparation and implementation of the Exit Plan, the Termination Assistance and any activities mutually agreed between the Parties to carry on after the expiry of the Termination Assistance Period.

12. APPORTIONMENTS

12.1 All outgoings and expenses (including any remuneration due) and all rents, royalties and other periodical payments receivable in respect of the Transferring

Assets and Transferring Contracts shall be apportioned between the Customer and the Supplier and/or the Replacement Supplier and the Supplier (as applicable) as follows:

- 12.1.1 the amounts shall be annualised and divided by 365 to reach a daily rate;
 - 12.1.2 the Customer shall be responsible for (or shall procure that the Replacement Supplier shall be responsible for) or entitled to (as the case may be) that part of the value of the invoice pro rata to the number of complete days following the transfer, multiplied by the daily rate; and
 - 12.1.3 the Supplier shall be responsible for or entitled to (as the case may be) the rest of the invoice.
- 12.2 Each Party shall pay (and/or the Customer shall procure that the Replacement Supplier shall pay) any monies due under paragraph 12.1 of this Call Off Schedule 9 as soon as reasonably practicable.

CALL OFF SCHEDULE 10: STAFF TRANSFER

1. DEFINITIONS

In this Call Off Schedule 10, the following definitions shall apply:

“Admission Agreement”	The agreement to be entered into by which the supplier agrees to participate in the Schemes as amended from time to time;
“Eligible Employee”	any Fair Deal Employee who at the relevant time is an eligible employee as defined in the Admission Agreement;
“Employee Liabilities”	<p>all claims, actions, proceedings, orders, demands, complaints, investigations (save for any claims for personal injury which are covered by insurance) and any award, compensation, damages, tribunal awards, fine, loss, order, penalty, disbursement, payment made by way of settlement and costs, expenses and legal costs reasonably incurred in connection with a claim or investigation related to employment including in relation to the following:</p> <ul style="list-style-type: none">(a) redundancy payments including contractual or enhanced redundancy costs, termination costs and notice payments;(b) unfair, wrongful or constructive dismissal compensation;(c) compensation for discrimination on grounds of sex, race, disability, age, religion or belief, gender reassignment, marriage or civil partnership, pregnancy and maternity or sexual orientation or claims for equal pay;(d) compensation for less favourable treatment of part-time workers or fixed term employees;(e) outstanding employment debts and unlawful deduction of wages including any PAYE and national insurance contributions;(f) employment claims whether in tort, contract or statute or otherwise; <p>any investigation relating to employment matters by the Equality and Human Rights Commission or other enforcement, regulatory or supervisory body and of implementing any requirements which may arise from such investigation;</p>
“Fair Deal Employees”	those Transferring Customer Employees who are on the Relevant Transfer Date entitled to the protection of New Fair Deal and any Transferring Former Supplier Employees who originally transferred pursuant to a Relevant Transfer under the Employment Regulations (or the predecessor legislation to the Employment Regulations), from employment with a public sector

employer and who were once eligible to participate in the Schemes and who at the Relevant Transfer Date become entitled to the protection of New Fair Deal;

“Former Supplier”

a supplier supplying services to the Customer before the Relevant Transfer Date that are the same as or substantially similar to the Services (or any part of the Services) and shall include any sub-contractor of such supplier (or any sub-contractor of any such sub-contractor);

“New Fair Deal”

the revised Fair Deal position set out in the HM Treasury guidance: *“Fair Deal for staff pensions: staff transfer from central government”* issued in October 2013;

“Notified Sub-Contractor”

a Sub-Contractor identified in the Annex to this Call Off Schedule 10 to whom Transferring Customer Employees and/or Transferring Former Supplier Employees will transfer on a Relevant Transfer Date;

“Replacement Sub-Contractor”

a sub-contractor of the Replacement Supplier to whom Transferring Supplier Employees will transfer on a Service Transfer Date (or any sub-contractor of any such sub-contractor);

“Relevant Transfer”

a transfer of employment to which the Employment Regulations applies;

“Relevant Transfer Date”

in relation to a Relevant Transfer, the date upon which the Relevant Transfer takes place;

“Schemes”

the Principal Civil Service Pension Scheme available to employees of the civil service and employees of bodies under the Superannuation Act 1972, as governed by rules adopted by Parliament; the Partnership Pension Account and its (i) Ill health Benefits Scheme and (ii) Death Benefits Scheme; the Civil Service Additional Voluntary Contribution Scheme; and the 2015 New Scheme (with effect from a date to be notified to the Supplier by the Minister for the Cabinet Office);

“Service Transfer”

any transfer of the Services (or any part of the Services), for whatever reason, from the Supplier or any Sub-Contractor to a Replacement Supplier or a Replacement Sub-Contractor;

“Service Transfer Date”

the date of a Service Transfer;

“Staffing Information”

in relation to all persons identified on the Suppliers Provisional Supplier Personnel List or Suppliers Final Supplier Personnel List, as the case may be, such information as the Customer may reasonably request (subject to all applicable provisions of the DPA), but including in an anonymised format:

- (a) their ages, dates of commencement of employment or engagement and gender;

- (b) details of whether they are employed, self employed contractors or consultants, agency workers or otherwise;
- (c) the identity of the employer or relevant contracting party;
- (d) their relevant contractual notice periods and any other terms relating to termination of employment, including redundancy procedures, and redundancy payments;
- (e) their wages, salaries and profit sharing arrangements as applicable;
- (f) details of other employment-related benefits, including (without limitation) medical insurance, life assurance, pension or other retirement benefit schemes, share option schemes and company car schedules applicable to them;
- (g) any outstanding or potential contractual, statutory or other liabilities in respect of such individuals (including in respect of personal injury claims);
- (h) details of any such individuals on long term sickness absence, parental leave, maternity leave or other authorised long term absence;
- (i) copies of all relevant documents and materials relating to such information, including copies of relevant contracts of employment (or relevant standard contracts if applied generally in respect of such employees); and
- (j) any other “employee liability information” as such term is defined in regulation 11 of the Employment Regulations;

“Suppliers Final Supplier Personnel List”

a list provided by the Supplier of all Supplier Personnel who will transfer under the Employment Regulations on the Relevant Transfer Date;

“Suppliers Provisional Supplier Personnel List”

a list prepared and updated by the Supplier of all Supplier Personnel who are engaged in or wholly or mainly assigned to the provision of the Services or any relevant part of the Services which it is envisaged as at the date of such list will no longer be provided by the Supplier;

“Transferring Customer Employees”

those employees of the Customer to whom the Employment Regulations will apply on the Relevant Transfer Date;

“Transferring Former Supplier Employees”

in relation to a Former Supplier, those employees of the Former Supplier to whom the Employment Regulations will apply on the Relevant Transfer Date; and

**“Transferring Supplier
Employees”**

those employees of the Supplier and/or the Suppliers Sub-Contractors to whom the Employment Regulations will apply on the Service Transfer Date.

2. INTERPRETATION

Where a provision in this Call Off Schedule 10 imposes an obligation on the Supplier to provide an indemnity, undertaking or warranty, the Supplier shall procure that each of its Sub-Contractors shall comply with such obligation and provide such indemnity, undertaking or warranty to the Customer, Former Supplier, Replacement Supplier or Replacement Sub-Contractor, as the case may be.

PART A

TRANSFERRING CUSTOMER EMPLOYEES AT COMMENCEMENT OF SERVICES

3. RELEVANT TRANSFERS

3.1 The Customer and the Supplier agree that:

- 3.1.1 the commencement of the provision of the Services or of each relevant part of the Services will be a Relevant Transfer in relation to the Transferring Customer Employees; and
- 3.1.2 as a result of the operation of the Employment Regulations, the contracts of employment between the Customer and the Transferring Customer Employees (except in relation to any terms disapplied through operation of regulation 10(2) of the Employment Regulations) will have effect on and from the Relevant Transfer Date as if originally made between the Supplier and/or any Notified Sub-Contractor and each such Transferring Customer Employee.

3.2 The Customer shall comply with all its obligations under the Employment Regulations and shall perform and discharge all its obligations in respect of the Transferring Customer Employees in respect of the period arising up to (but not including) the Relevant Transfer Date (including the payment of all remuneration, benefits, entitlements and outgoings, all wages, accrued but untaken holiday pay, bonuses, commissions, payments of PAYE, national insurance contributions and pension contributions which in any case are attributable in whole or in part to the period up to (but not including) the Relevant Transfer Date) and any necessary apportionments in respect of any periodic payments shall be made between: (i) the Customer; and (ii) the Supplier and/or any Notified Sub-Contractor (as appropriate).

4. CUSTOMER INDEMNITIES

4.1 Subject to Paragraph 2.2, the Customer shall indemnify the Supplier and any Notified Sub-Contractor against any Employee Liabilities in respect of any Transferring Customer Employee (or, where applicable any employee representative as defined in the Employment Regulations) arising from or as a result of:

- 4.1.1 any act or omission by the Customer occurring before the Relevant Transfer Date;
- 4.1.2 the breach or non-observance by the Customer before the Relevant Transfer Date of:
 - (a) any collective agreement applicable to the Transferring Customer Employees; and/or
 - (b) any custom or practice in respect of any Transferring Customer Employees which the Customer is contractually bound to honour;
- 4.1.3 any claim by any trade union or other body or person representing the Transferring Customer Employees arising from or connected with any failure by the Customer to comply with any legal obligation to such trade union, body or person arising before the Relevant Transfer Date;
- 4.1.4 any proceeding, claim or demand by HMRC or other statutory authority in respect of any financial obligation including, but not limited to, PAYE and primary and secondary national insurance contributions:
 - (a) in relation to any Transferring Customer Employee, to the extent that the proceeding, claim or demand by HMRC or other statutory authority relates to financial obligations arising before the Relevant Transfer Date; and

- (b) in relation to any employee who is not a Transferring Customer Employee and in respect of whom it is later alleged or determined that the Employment Regulations applied so as to transfer his/her employment from the Customer to the Supplier and/or any Notified Sub-Contractor as appropriate, to the extent that the proceeding, claim or demand by the HMRC or other statutory authority relates to financial obligations arising before the Relevant Transfer Date.
- 4.1.5 a failure of the Customer to discharge, or procure the discharge of, all wages, salaries and all other benefits and all PAYE tax deductions and national insurance contributions relating to the Transferring Customer Employees arising before the Relevant Transfer Date;
- 4.1.6 any claim made by or in respect of any person employed or formerly employed by the Customer other than a Transferring Customer Employee for whom it is alleged the Supplier and/or any Notified Sub-Contractor as appropriate may be liable by virtue of the Employment Regulations and/or the Acquired Rights Directive; and
- 4.1.7 any claim made by or in respect of a Transferring Customer Employee or any appropriate employee representative (as defined in the Employment Regulations) of any Transferring Customer Employee relating to any act or omission of the Customer in relation to its obligations under regulation 13 of the Employment Regulations, except to the extent that the liability arises from the failure by the Supplier or any Sub-Contractor to comply with regulation 13(4) of the Employment Regulations.
- 4.2 The indemnities in Paragraph 2.1 shall not apply to the extent that the Employee Liabilities arise or are attributable to an act or omission of the Supplier or any Sub-Contractor (whether or not a Notified Sub-Contractor) whether occurring or having its origin before, on or after the Relevant Transfer Date including any Employee Liabilities:
- 4.2.1 arising out of the resignation of any Transferring Customer Employee before the Relevant Transfer Date on account of substantial detrimental changes to his/her working conditions proposed by the Supplier and/or any Sub-Contractor to occur in the period from (and including) the Relevant Transfer Date; or
- 4.2.2 arising from the failure by the Supplier or any Sub-Contractor to comply with its obligations under the Employment Regulations.
- 4.3 If any person who is not identified by the Customer as a Transferring Customer Employee claims, or it is determined in relation to any person who is not identified by the Customer as a Transferring Customer Employee, that his/her contract of employment has been transferred from the Customer to the Supplier and/or any Notified Sub-Contractor pursuant to the Employment Regulations or the Acquired Rights Directive then:
- 4.3.1 the Supplier shall, or shall procure that the Notified Sub-Contractor shall, within 5 Working Days of becoming aware of that fact, give notice in writing to the Customer; and
- 4.3.2 the Customer may offer (or may procure that a third party may offer) employment to such person within 15 Working Days of receipt of the notification by the Supplier and/or any Notified Sub-Contractor, or take such other reasonable steps as the Customer considers appropriate to deal with the matter provided always that such steps are in compliance with Law.
- 4.4 If an offer referred to in Paragraph 2.3.2 is accepted, or if the situation has otherwise been resolved by the Customer, the Supplier shall, or shall procure that the Notified Sub-Contractor shall, immediately release the person from his/her employment or alleged employment.
- 4.5 If by the end of the 15 Working Day period specified in Paragraph 2.3.2:

- 4.5.1 no such offer of employment has been made;
- 4.5.2 such offer has been made but not accepted; or
- 4.5.3 the situation has not otherwise been resolved,

the Supplier and/or any Notified Sub-Contractor may within 5 Working Days give notice to terminate the employment or alleged employment of such person.

4.6 Subject to the Supplier and/or any Notified Sub-Contractor acting in accordance with the provisions of Paragraphs 2.3 to 2.5 and in accordance with all applicable proper employment procedures set out in applicable Law, the Customer shall indemnify the Supplier and/or any Notified Sub-Contractor (as appropriate) against all Employee Liabilities arising out of the termination pursuant to the provisions of Paragraph 2.5 provided that the Supplier takes, or procures that the Notified Sub-Contractor takes, all reasonable steps to minimise any such Employee Liabilities.

4.7 The indemnity in Paragraph 2.6:

4.7.1 shall not apply to:

- (a) any claim for:
 - (i) discrimination, including on the grounds of sex, race, disability, age, gender reassignment, marriage or civil partnership, pregnancy and maternity or sexual orientation, religion or belief; or
 - (ii) equal pay or compensation for less favourable treatment of part-time workers or fixed-term employees,

in any case in relation to any alleged act or omission of the Supplier and/or any Sub-Contractor; or
- (b) any claim that the termination of employment was unfair because the Supplier and/or Notified Sub-Contractor neglected to follow a fair dismissal procedure; and

4.7.2 shall apply only where the notification referred to in Paragraph 2.3.1 is made by the Supplier and/or any Notified Sub-Contractor (as appropriate) to the Customer within 6 months of the Call Off Commencement Date.

4.8 If any such person as is referred to in Paragraph 2.3 is neither re-employed by the Customer nor dismissed by the Supplier and/or any Notified Sub-Contractor within the time scales set out in Paragraph 2.5 such person shall be treated as having transferred to the Supplier and/or any Notified Sub-Contractor and the Supplier shall, or shall procure that the Notified Sub-Contractor shall, comply with such obligations as may be imposed upon it under applicable Law.

5. SUPPLIER INDEMNITIES AND OBLIGATIONS

5.1 Subject to Paragraph 3.2 the Supplier shall indemnify the Customer against any Employee Liabilities in respect of any Transferring Customer Employee (or, where applicable any employee representative as defined in the Employment Regulations) arising from or as a result of:

- 5.1.1 any act or omission by the Supplier or any Sub-Contractor whether occurring before, on or after the Relevant Transfer Date;
- 5.1.2 the breach or non-observance by the Supplier or any Sub-Contractor on or after the Relevant Transfer Date of:

- (a) any collective agreement applicable to the Transferring Customer Employees; and/or
 - (b) any custom or practice in respect of any Transferring Customer Employees which the Supplier or any Sub-Contractor is contractually bound to honour;
- 5.1.3 any claim by any trade union or other body or person representing any Transferring Customer Employees arising from or connected with any failure by the Supplier or any Sub-Contractor to comply with any legal obligation to such trade union, body or person arising on or after the Relevant Transfer Date;
- 5.1.4 any proposal by the Supplier or a Sub-contractor made before the Relevant Transfer Date to make changes to the terms and conditions of employment or working conditions of any Transferring Customer Employees to their material detriment on or after their transfer to the Supplier or the relevant Sub-Contractor (as the case may be) on the Relevant Transfer Date, or to change the terms and conditions of employment or working conditions of any person who would have been a Transferring Customer Employee but for their resignation (or decision to treat their employment as terminated under regulation 4(9) of the Employment Regulations) before the Relevant Transfer Date as a result of or for a reason connected to such proposed changes;
- 5.1.5 any statement communicated to or action undertaken by the Supplier or any Sub-Contractor to, or in respect of, any Transferring Customer Employee before the Relevant Transfer Date regarding the Relevant Transfer which has not been agreed in advance with the Customer in writing;
- 5.1.6 any proceeding, claim or demand by HMRC or other statutory authority in respect of any financial obligation including, but not limited to, PAYE and primary and secondary national insurance contributions:
 - (a) in relation to any Transferring Customer Employee, to the extent that the proceeding, claim or demand by HMRC or other statutory authority relates to financial obligations arising on or after the Relevant Transfer Date; and
 - (b) in relation to any employee who is not a Transferring Customer Employee, and in respect of whom it is later alleged or determined that the Employment Regulations applied so as to transfer his/her employment from the Customer to the Supplier or a Sub-Contractor, to the extent that the proceeding, claim or demand by HMRC or other statutory authority relates to financial obligations arising on or after the Relevant Transfer Date;
- 5.1.7 a failure of the Supplier or any Sub-Contractor to discharge or procure the discharge of all wages, salaries and all other benefits and all PAYE tax deductions and national insurance contributions relating to the Transferring Customer Employees in respect of the period from (and including) the Relevant Transfer Date; and
- 5.1.8 any claim made by or in respect of a Transferring Customer Employee or any appropriate employee representative (as defined in the Employment Regulations) of any Transferring Customer Employee relating to any act or omission of the Supplier or any Sub-Contractor in relation to their obligations under regulation 13 of the Employment Regulations, except to the extent that the liability arises from the Customer's failure to comply with its obligations under regulation 13 of the Employment Regulations.

5.2 The indemnities in Paragraph 3.1 shall not apply to the extent that the Employee Liabilities arise or are attributable to an act or omission of the Customer whether occurring or having its origin before, on or after the Relevant Transfer Date

including, without limitation, any Employee Liabilities arising from the Customer's failure to comply with its obligations under the Employment Regulations.

- 5.3 The Supplier shall comply, and shall procure that each Sub-Contractor shall comply, with all its obligations under the Employment Regulations (including its obligation to inform and consult in accordance with regulation 13 of the Employment Regulations) and shall perform and discharge, and shall procure that each Sub-Contractor shall perform and discharge, all its obligations in respect of the Transferring Customer Employees, from (and including) the Relevant Transfer Date (including the payment of all remuneration, benefits, entitlements and outgoings, all wages, accrued but untaken holiday pay, bonuses, commissions, payments of PAYE, national insurance contributions and pension contributions which in any case are attributable in whole or in part to the period from and including the Relevant Transfer Date) and any necessary apportionments in respect of any periodic payments shall be made between the Customer and the Supplier.

6. INFORMATION

The Supplier shall, and shall procure that each Sub-Contractor shall, promptly provide to the Customer in writing such information as is necessary to enable the Customer to carry out its duties under regulation 13 of the Employment Regulations. The Customer shall promptly provide to the Supplier and each Notified Sub-Contractor in writing such information as is necessary to enable the Supplier and each Notified Sub-Contractor to carry out their respective duties under regulation 13 of the Employment Regulations.

7. PRINCIPLES OF GOOD EMPLOYMENT PRACTICE

- 7.1 The Parties agree that the Principles of Good Employment Practice issued by the Cabinet Office in December 2010 apply to the treatment by the Supplier of employees whose employment begins after the Relevant Transfer Date, and the Supplier undertakes to treat such employees in accordance with the provisions of the Principles of Good Employment Practice.

- 7.2 The Supplier shall, and shall procure that each Sub-Contractor shall, comply with any requirement notified to it by the Customer relating to pensions in respect of any Transferring Customer Employee as set down in:

- 7.2.1 the Cabinet Office Statement of Practice on Staff Transfers in the Public Sector of January 2000, revised 2007;
- 7.2.2 HM Treasury's guidance "Staff Transfers from Central Government: A Fair Deal for Staff Pensions of 1999;
- 7.2.3 HM Treasury's guidance "Fair deal for staff pensions: procurement of Bulk Transfer Agreements and Related Issues" of June 2004; and/or
- 7.2.4 the New Fair Deal.

- 7.3 Any changes embodied in any statement of practice, paper or other guidance that replaces any of the documentation referred to in Paragraphs 5.1 or 5.2 shall be agreed in accordance with the Variation Procedure.

8. PENSIONS

The Supplier shall, and shall procure that each of its Sub-Contractors shall, comply with the pensions provisions in the following Annex.

ANNEX TO PART A: PENSIONS

1. PARTICIPATION

1.1 The Supplier undertakes to enter into the Admission Agreement.

1.2 The Supplier and the Customer:

- 1.2.1 undertake to do all such things and execute any documents (including the Admission Agreement) as may be required to enable the Supplier to participate in the Schemes in respect of the Fair Deal Employees;
- 1.2.2 agree that the Customer is entitled to make arrangements with the body responsible for the Schemes for the Customer to be notified if the Supplier breaches the Admission Agreement;
- 1.2.3 notwithstanding Paragraph 1.2.2 of this Annex, the Supplier shall notify the Customer in the event that it breaches the Admission Agreement; and
- 1.2.4 agree that the Customer may terminate this Call Off Contract for material default in the event that the Supplier breaches the Admission Agreement.

1.3 The Supplier shall bear its own costs and all costs that the Customer reasonably incurs in connection with the negotiation, preparation and execution of documents to facilitate the Supplier participating in the Schemes.

2. FUTURE SERVICE BENEFITS

2.1 The Supplier shall procure that the Fair Deal Employees, shall be either admitted into, or offered continued membership of, the relevant section of the Schemes that they currently contribute to, or were eligible to join immediately prior to the Relevant Transfer Date and the Supplier shall procure that the Fair Deal Employees continue to accrue benefits in accordance with the provisions governing the relevant section of Schemes for service from (and including) the Relevant Transfer Date.

2.2 The Supplier undertakes that should it cease to participate in the Schemes for whatever reason at a time when it has Eligible Employees, that it will, at no extra cost to the Customer, provide to any Fair Deal Employee who immediately prior to such cessation remained an Eligible Employee with access to an occupational pension scheme certified by the Government Actuary's Department or any actuary nominated by the Customer in accordance with relevant guidance produced by the Government Actuary's Department as providing benefits which are broadly comparable to those provided by the Schemes at the relevant date.

2.3 The Parties acknowledge that the Civil Service Compensation Scheme and the Civil Service Injury Benefit Scheme (established pursuant to section 1 of the Superannuation Act 1972) are not covered by the protection of New Fair Deal.

3. FUNDING

3.1 The Supplier undertakes to pay to the Schemes all such amounts as are due under the Admission Agreement and shall deduct and pay to the Schemes such employee contributions as are required by the Schemes.

3.2 The Supplier shall indemnify and keep indemnified the Customer on demand against any claim by, payment to, or loss incurred by, the Schemes in respect of the failure to account to the Schemes for payments received and the non-payment or the late payment of any sum payable by the Supplier to or in respect of the Schemes.

4. PROVISION OF INFORMATION

The Supplier and the Customer respectively undertake to each other:

- 4.1 to provide all information which the other Party may reasonably request concerning matters referred to in this Annex and set out in the Admission Agreement, and to supply the information as expeditiously as possible; and
- 4.2 not to issue any announcements to the Fair Deal Employees prior to the Relevant Transfer Date concerning the matters stated in this Annex without the consent in writing of the other Party (not to be unreasonably withheld or delayed).

5. INDEMNITY

The Supplier undertakes to the Customer to indemnify and keep indemnified the Customer on demand from and against all and any Losses whatsoever arising out of or in connection with any liability towards the Fair Deal Employees arising in respect of service on or after the Relevant Transfer Date which relate to the payment of benefits under an occupational pension scheme (within the meaning provided for in section 1 of the Pension Schemes Act 1993) or the Schemes.

6. EMPLOYER OBLIGATION

The Supplier shall comply with the requirements of the Pensions Act 2008 and the Transfer of Employment (Pension Protection) Regulations 2005.

7. SUBSEQUENT TRANSFERS

The Supplier shall:

- 7.1 not adversely affect pension rights accrued by any Fair Deal Employee in the period ending on the date of the relevant future transfer;
- 7.2 provide all such co-operation and assistance as the Schemes and the Replacement Supplier and/or the Customer may reasonably require to enable the Replacement Supplier to participate in the Schemes in respect of any Eligible Employee and to give effect to any transfer of accrued rights required as part of participation under New Fair Deal; and
- 7.3 for the period either:
 - 7.3.1 after notice (for whatever reason) is given, in accordance with the other provisions of this Call Off Contract, to terminate the Agreement or any part of the Services; or
 - 7.3.2 after the date which is two (2) years prior to the date of expiry of this Call Off Contract, ensure that no change is made to pension, retirement and death benefits provided for or in respect of any person who will transfer to the Replacement Supplier or the Customer, no category of earnings which were not previously pensionable are made pensionable and the contributions (if any) payable by such employees are not reduced without (in any case) the prior approval of the Customer (such approval not to be unreasonably withheld). Save that this sub-paragraph shall not apply to any change made as a consequence of participation in an Admission Agreement.

PART B

TRANSFERRING FORMER SUPPLIER EMPLOYEES AT COMMENCEMENT OF SERVICES

1. RELEVANT TRANSFERS

1.1 The Customer and the Supplier agree that:

- 1.1.1 the commencement of the provision of the Services or of any relevant part of the Services will be a Relevant Transfer in relation to the Transferring Former Supplier Employees; and
- 1.1.2 as a result of the operation of the Employment Regulations, the contracts of employment between each Former Supplier and the Transferring Former Supplier Employees (except in relation to any terms disapplied through the operation of regulation 10(2) of the Employment Regulations) shall have effect on and from the Relevant Transfer Date as if originally made between the Supplier and/or Notified Sub-Contractor and each such Transferring Former Supplier Employee.

1.2 Subject to Paragraph 6, the Customer shall procure that each Former Supplier shall comply with all its obligations under the Employment Regulations and shall perform and discharge all its obligations in respect of all the Transferring Former Supplier Employees in respect of the period up to (but not including) the Relevant Transfer Date (including the payment of all remuneration, benefits, entitlements and outgoings, all wages, accrued but untaken holiday pay, bonuses, commissions, payments of PAYE, national insurance contributions and pension contributions which in any case are attributable in whole or in part in respect of the period up to (but not including) the Relevant Transfer Date) and the Supplier shall make, and the Customer shall procure that each Former Supplier makes, any necessary apportionments in respect of any periodic payments.

2. FORMER SUPPLIER INDEMNITIES

2.1 Subject to Paragraphs 2.2 and 6, the Customer shall procure that each Former Supplier shall indemnify the Supplier and any Notified Sub-Contractor against any Employee Liabilities in respect of any Transferring Former Supplier Employee (or, where applicable any employee representative as defined in the Employment Regulations) arising from or as a result of:

- 2.1.1 any act or omission by the Former Supplier arising before the Relevant Transfer Date;
- 2.1.2 the breach or non-observance by the Former Supplier arising before the Relevant Transfer Date of:
 - (a) any collective agreement applicable to the Transferring Former Supplier Employees; and/or
 - (b) any custom or practice in respect of any Transferring Former Supplier Employees which the Former Supplier is contractually bound to honour;
- 2.1.3 any proceeding, claim or demand by HMRC or other statutory authority in respect of any financial obligation including, but not limited to, PAYE and primary and secondary national insurance contributions:
 - (a) in relation to any Transferring Former Supplier Employee, to the extent that the proceeding, claim or demand by HMRC or other statutory authority relates to financial obligations arising before the Relevant Transfer Date; and
 - (b) in relation to any employee who is not a Transferring Former Supplier Employee and in respect of whom it is later alleged or determined that the Employment Regulations applied so as to transfer his/her employment from the Former Supplier to the Supplier and/or any Notified Sub-Contractor as appropriate, to the extent that the proceeding, claim or demand by HMRC or other statutory authority

relates to financial obligations in respect of the period to (but excluding) the Relevant Transfer Date;

- 2.1.4 a failure of the Former Supplier to discharge or procure the discharge of all wages, salaries and all other benefits and all PAYE tax deductions and national insurance contributions relating to the Transferring Former Supplier Employees in respect of the period to (but excluding) the Relevant Transfer Date;
- 2.1.5 any claim made by or in respect of any person employed or formerly employed by the Former Supplier other than a Transferring Former Supplier Employee for whom it is alleged the Supplier and/or any Notified Sub-Contractor as appropriate may be liable by virtue of this Call Off Contract and/or the Employment Regulations and/or the Acquired Rights Directive; and
- 2.1.6 any claim made by or in respect of a Transferring Former Supplier Employee or any appropriate employee representative (as defined in the Employment Regulations) of any Transferring Former Supplier Employee relating to any act or omission of the Former Supplier in relation to its obligations under regulation 13 of the Employment Regulations, except to the extent that the liability arises from the failure by the Supplier or any Sub-Contractor to comply with regulation 13(4) of the Employment Regulations.

2.2 The indemnities in Paragraph 2.1 shall not apply to the extent that the Employee Liabilities arise or are attributable to an act or omission of the Supplier or any Sub-Contractor whether occurring or having its origin before, on or after the Relevant Transfer Date including, without limitation, any Employee Liabilities:

- 2.2.1 arising out of the resignation of any Transferring Former Supplier Employee before the Relevant Transfer Date on account of substantial detrimental changes to his/her working conditions proposed by the Supplier or any Sub-Contractor to occur in the period from (and including) the Relevant Transfer Date; or
- 2.2.2 arising from the failure by the Supplier and/or any Sub-Contractor to comply with its obligations under the Employment Regulations.

2.3 If any person who is not identified by the Customer as a Transferring Former Supplier Employee claims, or it is determined in relation to any person who is not identified by the Customer as a Transferring Former Supplier Employee, that his/her contract of employment has been transferred from a Former Supplier to the Supplier and/or any Notified Sub-Contractor pursuant to the Employment Regulations or the Acquired Rights Directive then:

- 2.3.1 the Supplier shall, or shall procure that the Notified Sub-Contractor shall, within 5 Working Days of becoming aware of that fact, give notice in writing to the Customer and, where required by the Customer, to the Former Supplier; and
- 2.3.2 the Former Supplier may offer (or may procure that a third party may offer) employment to such person within 15 Working Days of the notification by the Supplier and/or the Notified Sub-Contractor or take such other reasonable steps as the Former Supplier considers appropriate to deal with the matter provided always that such steps are in compliance with applicable Law.

2.4 If an offer referred to in Paragraph 2.3.2 is accepted, or if the situation has otherwise been resolved by the Former Supplier and/or the Customer, the Supplier shall, or shall procure that the Notified Sub-Contractor shall, immediately release the person from his/her employment or alleged employment.

2.5 If by the end of the 15 Working Day period specified in Paragraph 2.3.2:

- 2.5.1 no such offer of employment has been made;
- 2.5.2 such offer has been made but not accepted; or

2.5.3 the situation has not otherwise been resolved,

the Supplier and/or any Notified Sub-Contractor may within 5 Working Days give notice to terminate the employment or alleged employment of such person.

2.6 Subject to the Supplier and/or any Notified Sub-Contractor acting in accordance with the provisions of Paragraphs 2.3 to 2.5 and in accordance with all applicable proper employment procedures set out in Law, the Customer shall procure that the Former Supplier indemnifies the Supplier and/or any Notified Sub-Contractor (as appropriate) against all Employee Liabilities arising out of the termination pursuant to the provisions of Paragraph 2.5 provided that the Supplier takes, or shall procure that the Notified Sub-Contractor takes, all reasonable steps to minimise any such Employee Liabilities.

2.7 The indemnity in Paragraph 2.6:

2.7.1 shall not apply to:

- (a) any claim for:
 - (i) discrimination, including on the grounds of sex, race, disability, age, gender reassignment, marriage or civil partnership, pregnancy and maternity or sexual orientation, religion or belief; or
 - (ii) equal pay or compensation for less favourable treatment of part-time workers or fixed-term employees,
in any case in relation to any alleged act or omission of the Supplier and/or any Sub-Contractor; or
- (b) any claim that the termination of employment was unfair because the Supplier and/or Notified Sub-Contractor neglected to follow a fair dismissal procedure; and

2.7.2 shall apply only where the notification referred to in Paragraph 2.3.1 is made by the Supplier and/or any Notified Sub-Contractor (as appropriate) to the Customer and, if applicable, the Former Supplier, within 6 months of the Call Off Commencement Date.

2.8 If any such person as is described in Paragraph 2.3 is neither re-employed by the Former Supplier nor dismissed by the Supplier and/or any Notified Sub-Contractor within the time scales set out in Paragraph 2.5, such person shall be treated as having transferred to the Supplier or Notified Sub-Contractor and the Supplier shall, or shall procure that the Notified Sub-Contractor shall, comply with such obligations as may be imposed upon it under the Law.

3. SUPPLIER INDEMNITIES AND OBLIGATIONS

3.1 Subject to Paragraph 3.2, the Supplier shall indemnify the Customer and/or the Former Supplier against any Employee Liabilities in respect of any Transferring Former Supplier Employee (or, where applicable any employee representative as defined in the Employment Regulations) arising from or as a result of:

3.1.1 any act or omission by the Supplier or any Sub-Contractor whether occurring before, on or after the Relevant Transfer Date;

3.1.2 the breach or non-observance by the Supplier or any Sub-Contractor on or after the Relevant Transfer Date of:

- (a) any collective agreement applicable to the Transferring Former Supplier Employee; and/or

- (b) any custom or practice in respect of any Transferring Former Supplier Employees which the Supplier or any Sub-Contractor is contractually bound to honour;
- 3.1.3 any claim by any trade union or other body or person representing any Transferring Former Supplier Employees arising from or connected with any failure by the Supplier or a Sub-Contractor to comply with any legal obligation to such trade union, body or person arising on or after the Relevant Transfer Date;
- 3.1.4 any proposal by the Supplier or a Sub-Contractor prior to the Relevant Transfer Date to make changes to the terms and conditions of employment or working conditions of any Transferring Former Supplier Employees to their material detriment on or after their transfer to the Supplier or a Sub-Contractor (as the case may be) on the Relevant Transfer Date, or to change the terms and conditions of employment or working conditions of any person who would have been a Transferring Former Supplier Employee but for their resignation (or decision to treat their employment as terminated under regulation 4(9) of the Employment Regulations) before the Relevant Transfer Date as a result of or for a reason connected to such proposed changes;
- 3.1.5 any statement communicated to or action undertaken by the Supplier or a Sub-Contractor to, or in respect of, any Transferring Former Supplier Employee before the Relevant Transfer Date regarding the Relevant Transfer which has not been agreed in advance with the Customer and/or the Former Supplier in writing;
- 3.1.6 any proceeding, claim or demand by HMRC or other statutory authority in respect of any financial obligation including, but not limited to, PAYE and primary and secondary national insurance contributions:
 - (a) in relation to any Transferring Former Supplier Employee, to the extent that the proceeding, claim or demand by HMRC or other statutory authority relates to financial obligations arising on or after the Relevant Transfer Date; and
 - (b) in relation to any employee who is not a Transferring Former Supplier Employee, and in respect of whom it is later alleged or determined that the Employment Regulations applied so as to transfer his/her employment from the Former Supplier to the Supplier or a Sub-Contractor, to the extent that the proceeding, claim or demand by the HMRC or other statutory authority relates to financial obligations arising on or after the Relevant Transfer Date;
- 3.1.7 a failure of the Supplier or any Sub-Contractor to discharge or procure the discharge of all wages, salaries and all other benefits and all PAYE tax deductions and national insurance contributions relating to the Transferring Former Supplier Employees in respect of the period from (and including) the Relevant Transfer Date; and
- 3.1.8 any claim made by or in respect of a Transferring Former Supplier Employee or any appropriate employee representative (as defined in the Employment Regulations) of any Transferring Former Supplier Employee relating to any act or omission of the Supplier or any Sub-Contractor in relation to obligations under regulation 13 of the Employment Regulations, except to the extent that the liability arises from the Former Suppliers failure to comply with its obligations under regulation 13 of the Employment Regulations.

3.2 The indemnities in Paragraph 3.1 shall not apply to the extent that the Employee Liabilities arise or are attributable to an act or omission of the Former Supplier whether occurring or having its origin before, on or after the Relevant Transfer Date including, without limitation, any Employee Liabilities arising from the Former Suppliers failure to comply with its obligations under the Employment Regulations.

3.3 The Supplier shall comply, and shall procure that each Sub-Contractor shall comply, with all its obligations under the Employment Regulations (including without limitation its obligation to inform and consult in accordance with regulation 13 of the Employment Regulations) and shall perform and discharge, and shall procure that each Sub-Contractor shall perform and discharge, all its obligations in respect of all the Transferring Former Supplier Employees, on and from the Relevant Transfer Date (including the payment of all remuneration, benefits, entitlements and outgoings, all wages, accrued but untaken holiday pay, bonuses, commissions, payments of PAYE, national insurance contributions and pension contributions which in any case are attributable in whole or in part to the period from (and including) the Relevant Transfer Date) and any necessary apportionments in respect of any periodic payments shall be made between the Supplier and the Former Supplier.

4. INFORMATION

The Supplier shall, and shall procure that each Sub-Contractor shall, promptly provide to the Customer and/or at the Customer's direction, the Former Supplier, in writing such information as is necessary to enable the Customer and/or the Former Supplier to carry out their respective duties under regulation 13 of the Employment Regulations. Subject to Paragraph 6, the Customer shall procure that the Former Supplier shall promptly provide to the Supplier and each Notified Sub-Contractor in writing such information as is necessary to enable the Supplier and each Notified Sub-Contractor to carry out their respective duties under regulation 13 of the Employment Regulations.

5. PRINCIPLES OF GOOD EMPLOYMENT PRACTICE

5.1 The Supplier shall, and shall procure that each Sub-Contractor shall, comply with any requirement notified to it by the Customer relating to pensions in respect of any Transferring Former Supplier Employee as set down in:

- 5.1.1 the Cabinet Office Statement of Practice on Staff Transfers in the Public Sector of January 2000, revised 2007;
- 5.1.2 HM Treasury's guidance "Staff Transfers from Central Government: A Fair Deal for Staff Pensions of 1999;
- 5.1.3 HM Treasury's guidance: "Fair deal for staff pensions: procurement of Bulk Transfer Agreements and Related Issues" of June 2004; and/or
- 5.1.4 the New Fair Deal.

5.2 Any changes embodied in any statement of practice, paper or other guidance that replaces any of the documentation referred to in Paragraph 5.1 shall be agreed in accordance with the Variation Procedure.

6. PROCUREMENT OBLIGATIONS

Notwithstanding any other provisions of this Part B, where in this Part B the Customer accepts an obligation to procure that a Former Supplier does or does not do something, such obligation shall be limited so that it extends only to the extent that the Customer's contract with the Former Supplier contains a contractual right in that regard which the Customer may enforce, or otherwise so that it requires only that the Customer must use reasonable endeavours to procure that the Former Supplier does or does not act accordingly.

7. PENSIONS

The Supplier shall, and shall procure that each Sub-Contractor shall, comply with the pensions provisions in the following Annex in respect of any Transferring Former Supplier Employees who transfer from the Former Supplier to the Supplier.

ANNEX TO PART B: PENSIONS

1. PARTICIPATION

1.1 The Supplier undertakes to enter into the Admission Agreement.

1.2 The Supplier and the Customer:

- 1.2.1 undertake to do all such things and execute any documents (including the Admission Agreement) as may be required to enable the Supplier to participate in the Schemes in respect of the Fair Deal Employees;
- 1.2.2 agree that the Customer is entitled to make arrangements with the body responsible for the Schemes for the Customer to be notified if the Supplier breaches the Admission Agreement;
- 1.2.3 notwithstanding Paragraph 1.2.2 of this Annex, the Supplier shall notify the Customer in the event that it breaches the Admission Agreement; and
- 1.2.4 agree that the Customer may terminate this Call Off Contract for material default in the event that the Supplier breaches the Admission Agreement.

1.3 The Supplier shall bear its own costs and all costs that the Customer reasonably incurs in connection with the negotiation, preparation and execution of documents to facilitate the Supplier participating in the Schemes.

2. FUTURE SERVICE BENEFITS

2.1 If the Supplier is rejoining the Schemes for the first time, the Supplier shall procure that the Fair Deal Employees shall be either admitted to or offered continued membership of the relevant section of the Schemes that they became eligible to join on the Relevant Transfer Date and shall continue to accrue or accrue benefits in accordance with the provisions governing the relevant section of the Schemes for service from (and including) the Relevant Transfer Date.

2.2 If staff have already been readmitted to the Schemes, the Supplier shall procure that the Fair Deal Employees, shall be either admitted into, or offered continued membership of, the relevant section of the Schemes that they currently contribute to, or were eligible to join immediately prior to the Relevant Transfer Date and the Supplier shall procure that the Fair Deal Employees continue to accrue benefits in accordance with the provisions governing the relevant section of the Schemes for service from (and including) the Relevant Transfer Date.

2.3 The Supplier undertakes that should it cease to participate in the Schemes for whatever reason at a time when it has Eligible Employees, that it will, at no extra cost to the Customer, provide to any Fair Deal Employee who immediately prior to such cessation remained an Eligible Employee with access to an occupational pension scheme certified by the Government Actuary's Department or any actuary nominated by the Customer in accordance with relevant guidance produced by the Government Actuary's Department as providing benefits which are broadly comparable to those provided by the Schemes at the relevant date.

2.4 The Parties acknowledge that the Civil Service Compensation Scheme and the Civil Service Injury Benefit Scheme (established pursuant to section 1 of the Superannuation Act 1972) are not covered by the protection of New Fair Deal.

3. FUNDING

- 3.1 The Supplier undertakes to pay to the Schemes all such amounts as are due under the Admission Agreement and shall deduct and pay to the Schemes such employee contributions as are required by the Schemes.
- 3.2 The Supplier shall indemnify and keep indemnified the Customer on demand against any claim by, payment to, or loss incurred by the Schemes in respect of the failure to account to the Schemes for payments received and the non-payment or the late payment of any sum payable by the Supplier to or in respect of the Schemes.

4. PROVISION OF INFORMATION

The Supplier and the Customer respectively undertake to each other:

- 4.1 to provide all information which the other Party may reasonably request concerning matters (i) referred to in this Annex and (ii) set out in the Admission Agreement, and to supply the information as expeditiously as possible; and
- 4.2 not to issue any announcements to the Fair Deal Employees prior to the Relevant Transfer Date concerning the matters stated in this Annex without the consent in writing of the other Party (not to be unreasonably withheld or delayed).

5. INDEMNITY

The Supplier undertakes to the Customer to indemnify and keep indemnified the Customer on demand from and against all and any Losses whatsoever arising out of or in connection with any liability towards the Fair Deal Employees arising in respect of service on or after the Relevant Transfer Date which relate to the payment of benefits under an occupational pension scheme (within the meaning provided for in section 1 of the Pension Schemes Act 1993) or the Schemes.

6. EMPLOYER OBLIGATION

The Supplier shall comply with the requirements of the Pensions Act 2008 and the Transfer of Employment (Pension Protection) Regulations 2005.

7. SUBSEQUENT TRANSFERS

The Supplier shall:

- 7.1 not adversely affect pension rights accrued by any Fair Deal Employee in the period ending on the date of the relevant future transfer;
- 7.2 provide all such co-operation and assistance as the Schemes and the Replacement Supplier and/or the Customer may reasonably require to enable the Replacement Supplier to participate in the Schemes in respect of any Eligible Employee and to give effect to any transfer of accrued rights required as part of participation under the New Fair Deal; and
- 7.3 for the period either
 - 7.3.1 after notice (for whatever reason) is given, in accordance with the other provisions of this Call Off Contract, to terminate the Agreement or any part of the Services; or
 - 7.3.2 after the date which is two (2) years prior to the date of expiry of this Call Off Contract, ensure that no change is made to pension, retirement and death benefits provided for or in respect of any person who will transfer to the Replacement Supplier or the Customer, no category of earnings which were not previously pensionable are made pensionable and the contributions (if any) payable by such employees are not reduced without (in any

case) the prior approval of the Customer (such approval not to be unreasonably withheld). Save that this sub-paragraph shall not apply to any change made as a consequence of participation in an Admission Agreement.

PART C

NO TRANSFER OF EMPLOYEES AT COMMENCEMENT OF SERVICES

1. PROCEDURE IN THE EVENT OF TRANSFER

1.1 The Customer and the Supplier agree that the commencement of the provision of the Services or of any part of the Services will not be a Relevant Transfer in relation to any employees of the Customer and/or any Former Supplier.

1.2 If any employee of the Customer and/or a Former Supplier claims, or it is determined in relation to any employee of the Customer and/or a Former Supplier, that his/her contract of employment has been transferred from the Customer and/or the Former Supplier to the Supplier and/or any Sub-Contractor pursuant to the Employment Regulations or the Acquired Rights Directive then:

1.2.1 the Supplier shall, and shall procure that the relevant Sub-Contractor shall, within five (5) Working Days of becoming aware of that fact, give notice in writing to the Customer and, where required by the Customer, give notice to the Former Supplier; and

1.2.2 the Customer and/or the Former Supplier may offer (or may procure that a third party may offer) employment to such person within fifteen (15) Working Days of the notification by the Supplier or the Sub-Contractor (as appropriate) or take such other reasonable steps as the Customer or Former Supplier (as the case may be) considers appropriate to deal with the matter provided always that such steps are in compliance with applicable Law.

1.3 If an offer referred to in Paragraph 1.2.2 is accepted (or if the situation has otherwise been resolved by the Customer and/or the Former Supplier), the Supplier shall, or shall procure that the Sub-Contractor shall, immediately release the person from his/her employment or alleged employment.

1.4 If by the end of the fifteen (15) Working Day period specified in Paragraph 1.2.2:

1.4.1 no such offer of employment has been made;

1.4.2 such offer has been made but not accepted; or

1.4.3 the situation has not otherwise been resolved,

the Supplier and/or the Sub-Contractor may within five (5) Working Days give notice to terminate the employment or alleged employment of such person.

2. INDEMNITIES

2.1 Subject to the Supplier and/or the relevant Sub-Contractor acting in accordance with the provisions of Paragraphs 1.2 to 1.4 and in accordance with all applicable employment procedures set out in applicable Law and subject also to Paragraph 2.4, the Customer shall:

2.1.1 indemnify the Supplier and/or the relevant Sub-Contractor against all Employee Liabilities arising out of the termination of the employment of any employees of the Customer referred to in Paragraph 1.2 made pursuant to the provisions of Paragraph 1.4 provided that the Supplier takes, or shall procure that the Notified Sub-Contractor takes, all reasonable steps to minimise any such Employee Liabilities; and

2.1.2 subject to paragraph 3, procure that the Former Supplier indemnifies the Supplier and/or any Notified Sub-Contractor against all Employee Liabilities arising out of termination of the employment of the employees of the Former Supplier made pursuant to the provisions of Paragraph 1.4 provided that the Supplier takes, or shall procure that the relevant Sub-Contractor takes, all reasonable steps to minimise any such Employee Liabilities.

2.2 If any such person as is described in Paragraph 1.2 is neither re employed by the Customer and/or the Former Supplier as appropriate nor dismissed by the Supplier and/or any Sub-Contractor within the fifteen (15) Working Day period referred to in Paragraph 1.4 such person shall be treated as having transferred to the Supplier and/or the Sub-Contractor (as appropriate) and the Supplier shall, or shall procure that the Sub-Contractor shall, comply with such obligations as may be imposed upon it under Law.

2.3 Where any person remains employed by the Supplier and/or any Sub-Contractor pursuant to Paragraph 2.2, all Employee Liabilities in relation to such employee shall remain with the Supplier and/or the Sub-Contractor and the Supplier shall indemnify the Customer and any Former Supplier, and shall procure that the Sub-Contractor shall indemnify the Customer and any Former Supplier, against any Employee Liabilities that either of them may incur in respect of any such employees of the Supplier and/or employees of the Sub-Contractor.

2.4 The indemnities in Paragraph 2.1:

2.4.1 shall not apply to:

- (a) any claim for:
 - (i) discrimination, including on the grounds of sex, race, disability, age, gender reassignment, marriage or civil partnership, pregnancy and maternity or sexual orientation, religion or belief; or
 - (ii) equal pay or compensation for less favourable treatment of part-time workers or fixed-term employees,
in any case in relation to any alleged act or omission of the Supplier and/or any Sub-Contractor; or
- (b) any claim that the termination of employment was unfair because the Supplier and/or any Sub-Contractor neglected to follow a fair dismissal procedure; and

2.4.2 shall apply only where the notification referred to in Paragraph 1.2.1 is made by the Supplier and/or any Sub-Contractor to the Customer and, if applicable, Former Supplier within 6 months of the Call Off Commencement Date.

3. PROCUREMENT OBLIGATIONS

Where in this Part C the Customer accepts an obligation to procure that a Former Supplier does or does not do something, such obligation shall be limited so that it extends only to the extent that the Customer's contract with the Former Supplier contains a contractual right in that regard which the Customer may enforce, or otherwise so that it requires only that the Customer must use reasonable endeavours to procure that the Former Supplier does or does not act accordingly.

PART D

EMPLOYMENT EXIT PROVISIONS

1. PRE-SERVICE TRANSFER OBLIGATIONS

1.1 The Supplier agrees that within twenty (20) Working Days of the earliest of:

- 1.1.1 receipt of a notification from the Customer of a Service Transfer or intended Service Transfer;
- 1.1.2 receipt of the giving of notice of early termination or any Partial Termination of this Call Off Contract;
- 1.1.3 the date which is twelve (12) Months before the end of the Term; and
- 1.1.4 receipt of a written request of the Customer at any time (provided that the Customer shall only be entitled to make one such request in any six (6) month period),

it shall provide in a suitably anonymised format so as to comply with the DATA PROTECTION LEGISLATION, the Suppliers Provisional Supplier Personnel List, together with the Staffing Information in relation to the Suppliers Provisional Supplier Personnel List and it shall provide an updated Suppliers Provisional Supplier Personnel List at such intervals as are reasonably requested by the Customer.

1.2 At least thirty (30) Working Days prior to the Service Transfer Date, the Supplier shall provide to the Customer or at the direction of the Customer to any Replacement Supplier and/or any Replacement Sub-Contractor:

- 1.2.1 the Suppliers Final Supplier Personnel List, which shall identify which of the Supplier Personnel are Transferring Supplier Employees; and
- 1.2.2 the Staffing Information in relation to the Suppliers Final Supplier Personnel List (insofar as such information has not previously been provided).

1.3 The Customer shall be permitted to use and disclose information provided by the Supplier under Paragraphs 1.1 and 1.2 for the purpose of informing any prospective Replacement Supplier and/or Replacement Sub-Contractor.

1.4 The Supplier warrants, for the benefit of the Customer, any Replacement Supplier, and any Replacement Sub-Contractor that all information provided pursuant to Paragraphs 1.1 and 1.2 shall be true and accurate in all material respects at the time of providing the information.

1.5 From the date of the earliest event referred to in Paragraph 1.1, the Supplier agrees, that it shall not, and agrees to procure that each Sub-Contractor shall not, assign any person to the provision of the Services who is not listed on the Suppliers Provisional Supplier Personnel List and shall not without the approval of the Customer (not to be unreasonably withheld or delayed):

- 1.5.1 replace or re-deploy any Supplier Personnel listed on the Supplier Provisional Supplier Personnel List other than where any replacement is of equivalent grade, skills, experience and expertise and is employed on the same terms and conditions of employment as the person he/she replaces;
- 1.5.2 make, promise, propose or permit any material changes to the terms and conditions of employment of the Supplier Personnel (including any payments connected with the termination of employment);
- 1.5.3 increase the proportion of working time spent on the Services (or the relevant part of the Services) by any of the Supplier Personnel save for fulfilling assignments and projects previously scheduled and agreed;

- 1.5.4 introduce any new contractual or customary practice concerning the making of any lump sum payment on the termination of employment of any employees listed on the Suppliers Provisional Supplier Personnel List;
 - 1.5.5 increase or reduce the total number of employees so engaged, or deploy any other person to perform the Services (or the relevant part of the Services); or
 - 1.5.6 terminate or give notice to terminate the employment or contracts of any persons on the Suppliers Provisional Supplier Personnel List save by due disciplinary process,
and shall promptly notify, and procure that each Sub-Contractor shall promptly notify, the Customer or, at the direction of the Customer, any Replacement Supplier and any Replacement Sub-Contractor of any notice to terminate employment given by the Supplier or relevant Sub-Contractor or received from any persons listed on the Suppliers Provisional Supplier Personnel List regardless of when such notice takes effect.
- 1.6 During the Term, the Supplier shall provide, and shall procure that each Sub-Contractor shall provide, to the Customer any information the Customer may reasonably require relating to the manner in which Services are organised, which shall include:
- 1.6.1 the numbers of employees engaged in providing the Services;
 - 1.6.2 the percentage of time spent by each employee engaged in providing the Services; and
 - 1.6.3 a description of the nature of the work undertaken by each employee by location.
- 1.7 The Supplier shall provide, and shall procure that each Sub-Contractor shall provide, all reasonable cooperation and assistance to the Customer, any Replacement Supplier and/or any Replacement Sub-Contractor to ensure the smooth transfer of the Transferring Supplier Employees on the Service Transfer Date including providing sufficient information in advance of the Service Transfer Date to ensure that all necessary payroll arrangements can be made to enable the Transferring Supplier Employees to be paid as appropriate. Without prejudice to the generality of the foregoing, within five (5) Working Days following the Service Transfer Date, the Supplier shall provide, and shall procure that each Sub-Contractor shall provide, to the Customer or, at the direction of the Customer, to any Replacement Supplier and/or any Replacement Sub-Contractor (as appropriate), in respect of each person on the Suppliers Final Supplier Personnel List who is a Transferring Supplier Employee:
- 1.7.1 the most recent month's copy pay slip data;
 - 1.7.2 details of cumulative pay for tax and pension purposes;
 - 1.7.3 details of cumulative tax paid;
 - 1.7.4 tax code;
 - 1.7.5 details of any voluntary deductions from pay; and
 - 1.7.6 bank/building society account details for payroll purposes.

2. EMPLOYMENT REGULATIONS EXIT PROVISIONS

- 2.1 The Customer and the Supplier acknowledge that subsequent to the commencement of the provision of the Services, the identity of the provider of the Services (or any part of the Services) may change (whether as a result of termination or Partial Termination of this Call Off Contract or otherwise) resulting in the Services

being undertaken by a Replacement Supplier and/or a Replacement Sub-Contractor. Such change in the identity of the Supplier of such Services may constitute a Relevant Transfer to which the Employment Regulations and/or the Acquired Rights Directive will apply. The Customer and the Supplier further agree that, as a result of the operation of the Employment Regulations, where a Relevant Transfer occurs, the contracts of employment between the Supplier and the Transferring Supplier Employees (except in relation to any contract terms disapplied through operation of regulation 10(2) of the Employment Regulations) will have effect on and from the Service Transfer Date as if originally made between the Replacement Supplier and/or a Replacement Sub-Contractor (as the case may be) and each such Transferring Supplier Employee.

2.2 The Supplier shall, and shall procure that each Sub-Contractor shall, comply with all its obligations in respect of the Transferring Supplier Employees arising under the Employment Regulations in respect of the period up to (but not including) the Service Transfer Date and shall perform and discharge, and procure that each Sub-Contractor shall perform and discharge, all its obligations in respect of all the Transferring Supplier Employees arising in respect of the period up to (and including) the Service Transfer Date (including the payment of all remuneration, benefits, entitlements and outgoings, all wages, accrued but untaken holiday pay, bonuses, commissions, payments of PAYE, national insurance contributions and pension contributions which in any case are attributable in whole or in part to the period ending on (and including) the Service Transfer Date) and any necessary apportionments in respect of any periodic payments shall be made between: (i) the Supplier and/or the Sub-Contractor (as appropriate); and (ii) the Replacement Supplier and/or Replacement Sub-Contractor.

2.3 Subject to Paragraph 2.4, where a Relevant Transfer occurs the Supplier shall indemnify the Customer and/or the Replacement Supplier and/or any Replacement Sub-Contractor against any Employee Liabilities in respect of any Transferring Supplier Employee (or, where applicable any employee representative as defined in the Employment Regulations) arising from or as a result of:

- 2.3.1 any act or omission of the Supplier or any Sub-Contractor whether occurring before, on or after the Service Transfer Date;
- 2.3.2 the breach or non-observance by the Supplier or any Sub-Contractor occurring on or before the Service Transfer Date of:
 - (a) any collective agreement applicable to the Transferring Supplier Employees; and/or
 - (b) any other custom or practice with a trade union or staff association in respect of any Transferring Supplier Employees which the Supplier or any Sub-Contractor is contractually bound to honour;
- 2.3.3 any claim by any trade union or other body or person representing any Transferring Supplier Employees arising from or connected with any failure by the Supplier or a Sub-Contractor to comply with any legal obligation to such trade union, body or person arising on or before the Service Transfer Date;
- 2.3.4 any proceeding, claim or demand by HMRC or other statutory authority in respect of any financial obligation including, but not limited to, PAYE and primary and secondary national insurance contributions:
 - (a) in relation to any Transferring Supplier Employee, to the extent that the proceeding, claim or demand by HMRC or other statutory authority relates to financial obligations arising on and before the Service Transfer Date; and

- (b) in relation to any employee who is not a Transferring Supplier Employee, and in respect of whom it is later alleged or determined that the Employment Regulations applied so as to transfer his/her employment from the Supplier to the Customer and/or Replacement Supplier and/or any Replacement Sub-Contractor, to the extent that the proceeding, claim or demand by HMRC or other statutory authority relates to financial obligations arising on or before the Service Transfer Date;
- 2.3.5 a failure of the Supplier or any Sub-Contractor to discharge or procure the discharge of all wages, salaries and all other benefits and all PAYE tax deductions and national insurance contributions relating to the Transferring Supplier Employees in respect of the period up to (and including) the Service Transfer Date);
- 2.3.6 any claim made by or in respect of any person employed or formerly employed by the Supplier or any Sub-Contractor other than a Transferring Supplier Employee for whom it is alleged the Customer and/or the Replacement Supplier and/or any Replacement Sub-Contractor may be liable by virtue of this Call Off Contract and/or the Employment Regulations and/or the Acquired Rights Directive; and
- 2.3.7 any claim made by or in respect of a Transferring Supplier Employee or any appropriate employee representative (as defined in the Employment Regulations) of any Transferring Supplier Employee relating to any act or omission of the Supplier or any Sub-Contractor in relation to its obligations under regulation 13 of the Employment Regulations, except to the extent that the liability arises from the failure by the Customer and/or Replacement Supplier to comply with regulation 13(4) of the Employment Regulations.
 - 2.4 The indemnities in Paragraph 2.3 shall not apply to the extent that the Employee Liabilities arise or are attributable to an act or omission of the Replacement Supplier and/or any Replacement Sub-Contractor whether occurring or having its origin before, on or after the Service Transfer Date, including any Employee Liabilities:
 - 2.4.1 arising out of the resignation of any Transferring Supplier Employee before the Service Transfer Date on account of substantial detrimental changes to his/her working conditions proposed by the Replacement Supplier and/or any Replacement Sub-Contractor to occur in the period on or after the Service Transfer Date; or
 - 2.4.2 arising from the Replacement Suppliers failure, and/or Replacement Sub-Contractor's failure, to comply with its obligations under the Employment Regulations.
 - 2.5 If any person who is not a Transferring Supplier Employee claims, or it is determined in relation to any person who is not a Transferring Supplier Employee, that his/her contract of employment has been transferred from the Supplier or any Sub-Contractor to the Replacement Supplier and/or Replacement Sub-Contractor pursuant to the Employment Regulations or the Acquired Rights Directive, then:
 - 2.5.1 the Customer shall procure that the Replacement Supplier shall, or any Replacement Sub-Contractor shall, within five (5) Working Days of becoming aware of that fact, give notice in writing to the Supplier; and
 - 2.5.2 the Supplier may offer (or may procure that a Sub-Contractor may offer) employment to such person within fifteen (15) Working Days of the notification by the Replacement Supplier and/or any and/or Replacement Sub-Contractor or take such other reasonable steps as it considers appropriate to deal with the matter provided always that such steps are in compliance with Law.
 - 2.6 If such offer is accepted, or if the situation has otherwise been resolved by the Supplier or a Sub-Contractor, the Customer shall procure that the Replacement Supplier shall, or procure that the Replacement Sub-Contractor shall, immediately

release or procure the release of the person from his/her employment or alleged employment.

2.7 If after the fifteen (15) Working Day period specified in Paragraph 2.5.2 has elapsed:

- 2.7.1 no such offer of employment has been made;
- 2.7.2 such offer has been made but not accepted; or
- 2.7.3 the situation has not otherwise been resolved

the Customer shall advise the Replacement Supplier and/or Replacement Sub-Contractor, as appropriate that it may within five (5) Working Days give notice to terminate the employment or alleged employment of such person.

2.8 Subject to the Replacement Supplier and/or Replacement Sub-Contractor acting in accordance with the provisions of Paragraphs 2.5 to 2.7, and in accordance with all applicable proper employment procedures set out in applicable Law, the Supplier shall indemnify the Replacement Supplier and/or Replacement Sub-Contractor against all Employee Liabilities arising out of the termination pursuant to the provisions of Paragraph 2.7 provided that the Replacement Supplier takes, or shall procure that the Replacement Sub-Contractor takes, all reasonable steps to minimise any such Employee Liabilities.

2.9 The indemnity in Paragraph 2.8:

2.9.1 shall not apply to:

- (a) any claim for:
 - (i) discrimination, including on the grounds of sex, race, disability, age, gender reassignment, marriage or civil partnership, pregnancy and maternity or sexual orientation, religion or belief; or
 - (ii) equal pay or compensation for less favourable treatment of part-time workers or fixed-term employees,

in any case in relation to any alleged act or omission of the Replacement Supplier and/or Replacement Sub-Contractor; or
- (b) any claim that the termination of employment was unfair because the Replacement Supplier and/or Replacement Sub-Contractor neglected to follow a fair dismissal procedure; and

2.9.2 shall apply only where the notification referred to in Paragraph 2.5.1 is made by the Replacement Supplier and/or Replacement Sub-Contractor to the Supplier within six (6) months of the Service Transfer Date.

2.10 If any such person as is described in Paragraph 2.5 is neither re-employed by the Supplier or any Sub-Contractor nor dismissed by the Replacement Supplier and/or Replacement Sub-Contractor within the time scales set out in Paragraphs 2.5 to 2.7, such person shall be treated as a Transferring Supplier Employee and the Replacement Supplier and/or Replacement Sub-Contractor shall comply with such obligations as may be imposed upon it under applicable Law.

2.11 The Supplier shall comply, and shall procure that each Sub-Contractor shall comply, with all its obligations under the Employment Regulations and shall perform and discharge, and shall procure that each Sub-Contractor shall perform and discharge, all its obligations in respect of the Transferring Supplier Employees before and on the Service Transfer Date (including the payment of all remuneration, benefits, entitlements and outgoings, all wages, accrued but untaken holiday pay,

bonuses, commissions, payments of PAYE, national insurance contributions and pension contributions which in any case are attributable in whole or in part in respect of the period up to (and including) the Service Transfer Date) and any necessary apportionments in respect of any periodic payments shall be made between:

2.11.1 the Supplier and/or any Sub-Contractor; and

2.11.2 the Replacement Supplier and/or the Replacement Sub-Contractor.

2.12 The Supplier shall, and shall procure that each Sub-Contractor shall, promptly provide to the Customer and any Replacement Supplier and/or Replacement Sub-Contractor, in writing such information as is necessary to enable the Customer, the Replacement Supplier and/or Replacement Sub-Contractor to carry out their respective duties under regulation 13 of the Employment Regulations. The Customer shall procure that the Replacement Supplier and/or Replacement Sub-Contractor, shall promptly provide to the Supplier and each Sub-Contractor in writing such information as is necessary to enable the Supplier and each Sub-Contractor to carry out their respective duties under regulation 13 of the Employment Regulations.

2.13 Subject to Paragraph 2.14, where a Relevant Transfer occurs the Customer shall procure that the Replacement Supplier indemnifies the Supplier on its own behalf and on behalf of any Replacement Sub-Contractor and its sub-contractors against any Employee Liabilities in respect of each Transferring Supplier Employee (or, where applicable any employee representative (as defined in the Employment Regulations) of any Transferring Supplier Employee) arising from or as a result of:

2.13.1 any act or omission of the Replacement Supplier and/or Replacement Sub-Contractor;

2.13.2 the breach or non-observance by the Replacement Supplier and/or Replacement Sub-Contractor on or after the Service Transfer Date of:

(a) any collective agreement applicable to the Transferring Supplier Employees; and/or

(b) any custom or practice in respect of any Transferring Supplier Employees which the Replacement Supplier and/or Replacement Sub-Contractor is contractually bound to honour;

2.13.3 any claim by any trade union or other body or person representing any Transferring Supplier Employees arising from or connected with any failure by the Replacement Supplier and/or Replacement Sub-Contractor to comply with any legal obligation to such trade union, body or person arising on or after the Relevant Transfer Date;

2.13.4 any proposal by the Replacement Supplier and/or Replacement Sub-Contractor to change the terms and conditions of employment or working conditions of any Transferring Supplier Employees on or after their transfer to the Replacement Supplier or Replacement Sub-Contractor (as the case may be) on the Relevant Transfer Date, or to change the terms and conditions of employment or working conditions of any person who would have been a Transferring Supplier Employee but for their resignation (or decision to treat their employment as terminated under regulation 4(9) of the Employment Regulations) before the Relevant Transfer Date as a result of or for a reason connected to such proposed changes;

2.13.5 any statement communicated to or action undertaken by the Replacement Supplier or Replacement Sub-Contractor to, or in respect of, any Transferring Supplier Employee on or before the Relevant Transfer Date regarding the Relevant Transfer which has not been agreed in advance with the Supplier in writing;

- 2.13.6 any proceeding, claim or demand by HMRC or other statutory authority in respect of any financial obligation including, but not limited to, PAYE and primary and secondary national insurance contributions:
- (a) in relation to any Transferring Supplier Employee, to the extent that the proceeding, claim or demand by HMRC or other statutory authority relates to financial obligations arising after the Service Transfer Date; and
 - (b) in relation to any employee who is not a Transferring Supplier Employee, and in respect of whom it is later alleged or determined that the Employment Regulations applied so as to transfer his/her employment from the Supplier or Sub-Contractor, to the Replacement Supplier or Replacement Sub-Contractor to the extent that the proceeding, claim or demand by HMRC or other statutory authority relates to financial obligations arising after the Service Transfer Date;
- 2.13.7 a failure of the Replacement Supplier or Replacement Sub-Contractor to discharge or procure the discharge of all wages, salaries and all other benefits and all PAYE tax deductions and national insurance contributions relating to the Transferring Supplier Employees in respect of the period from (and including) the Service Transfer Date; and
- 2.13.8 any claim made by or in respect of a Transferring Supplier Employee or any appropriate employee representative (as defined in the Employment Regulations) of any Transferring Supplier Employee relating to any act or omission of the Replacement Supplier or Replacement Sub-Contractor in relation to obligations under regulation 13 of the Employment Regulations.
- 2.14 The indemnities in Paragraph 2.13 shall not apply to the extent that the Employee Liabilities arise or are attributable to an act or omission of the Supplier and/or any Sub-Contractor (as applicable) whether occurring or having its origin before, on or after the Relevant Transfer Date, including any Employee Liabilities arising from the failure by the Supplier and/or any Sub-Contractor (as applicable) to comply with its obligations under the Employment Regulations.

CALL OFF SCHEDULE 11: DISPUTE RESOLUTION PROCEDURE

1. DEFINITIONS

1.1 In this Call Off Schedule 11, the following definitions shall apply:

"CEDR"	the Centre for Effective Dispute Resolution of International Dispute Resolution Centre, 70 Fleet Street, London, EC4Y 1EU;
"Counter Notice"	has the meaning given to it in paragraph 6.2 of this Call Off Schedule 11;
"Exception"	a deviation of project tolerances in accordance with PRINCE2 methodology in respect of this Call Off Contract or in the supply of the Services;
"Expert"	the person appointed by the Parties in accordance with paragraph 5.2 of this Call Off Schedule 11; and
"Mediation Notice"	has the meaning given to it in paragraph 3.2 of this Call Off Schedule 11;
"Mediator"	the independent third party appointed in accordance with paragraph 4.2 of this Call Off Schedule 11.

2. INTRODUCTION

2.1 If a Dispute arises then:

- 2.1.1 the representative of the Customer and the Supplier Representative shall attempt in good faith to resolve the Dispute; and
- 2.1.2 if such attempts are not successful within a reasonable time either Party may give to the other a Dispute Notice.

2.2 The Dispute Notice shall set out:

- 2.2.1 the material particulars of the Dispute;
- 2.2.2 the reasons why the Party serving the Dispute Notice believes that the Dispute has arisen; and
- 2.2.3 if the Party serving the Dispute Notice believes that the Dispute should be dealt with under the Expedited Dispute Timetable as set out in paragraph 2.6 of this Call Off Schedule 11, the reason why.

2.3 Unless agreed otherwise in writing, the Parties shall continue to comply with their respective obligations under this Call Off Contract regardless of the nature of the Dispute and notwithstanding the referral of the Dispute to the Dispute Resolution Procedure.

2.4 Subject to paragraph 3.2 of this Call Off Schedule 11, the Parties shall seek to resolve Disputes:

- 2.4.1 first by commercial negotiation (as prescribed in paragraph 3 of this Call Off Schedule 11);
- 2.4.2 then by mediation (as prescribed in paragraph 4 of this Call Off Schedule 11); and
- 2.4.3 lastly by recourse to arbitration (as prescribed in paragraph 6 of this Call Off Schedule 11) or litigation (in accordance with Clause 57 of this Call Off Contract (Governing Law and Jurisdiction)).

2.5 Specific issues shall be referred to Expert Determination (as prescribed in paragraph 5 of this Call Off Schedule 11) where specified under the provisions of this Call Off Contract and may also be referred to Expert Determination where otherwise appropriate as specified in paragraph 5 of this Call Off Schedule 11.

2.6 In exceptional circumstances where the use of the times in this Call Off Schedule 11 would be unreasonable, including (by way of example) where one Party would be materially disadvantaged by a delay in resolving the Dispute, the Parties may agree to use the Expedited Dispute Timetable. If the Parties are unable to reach agreement on whether to use of the Expedited Dispute Timetable within five (5) Working Days of the issue of the Dispute Notice, the use of the Expedited Dispute Timetable shall be at the sole discretion of the Customer.

2.7 If the use of the Expedited Dispute Timetable is determined in accordance with paragraph 2.5 or is otherwise specified under the provisions of this Call Off Contract, then the following periods of time shall apply in lieu of the time periods specified in the applicable paragraphs:

2.7.1 in paragraph 3.2.3, ten (10) Working Days;

2.7.2 in paragraph 4.2, ten (10) Working Days;

2.7.3 in paragraph 5.2, five (5) Working Days; and

2.7.4 in paragraph 6.2, ten (10) Working Days.

2.8 If at any point it becomes clear that an applicable deadline cannot be met or has passed, the Parties may (but shall be under no obligation to) agree in writing to extend the deadline. Any agreed extension shall have the effect of delaying the start of the subsequent stages by the period agreed in the extension.

3. COMMERCIAL NEGOTIATIONS

3.1 Following the service of a Dispute Notice, the Customer and the Supplier shall use reasonable endeavours to resolve the Dispute as soon as possible, by discussion between the Customer Representative and the Supplier Representative.

3.2 If:

3.2.1 either Party is of the reasonable opinion that the resolution of a Dispute by commercial negotiation, or the continuance of commercial negotiations, will not result in an appropriate solution;

3.2.2 the Parties have already held discussions of a nature and intent (or otherwise were conducted in the spirit) that would equate to the conduct of commercial negotiations in accordance with this paragraph 3 of this Call Off Schedule 11; or

3.2.3 the Parties have not settled the Dispute in accordance with paragraph 3.1 of this Call Off Schedule 11 within thirty (30) Working Days of service of the Dispute Notice,

either Party may serve a written notice to proceed to mediation (a “**Mediation Notice**”) in accordance with paragraph 4 of this Call Off Schedule 11.

4. MEDIATION

4.1 If a Mediation Notice is served, the Parties shall attempt to resolve the dispute in accordance with CEDR's Model Mediation Agreement which shall be deemed to be incorporated by reference into this Call Off Contract.

- 4.2 If the Parties are unable to agree on the joint appointment of a Mediator within thirty (30) Working Days from service of the Mediation Notice then either Party may apply to CEDR to nominate the Mediator.
- 4.3 If the Parties are unable to reach a settlement in the negotiations at the mediation, and only if the Parties so request and the Mediator agrees, the Mediator shall produce for the Parties a non-binding recommendation on terms of settlement. This shall not attempt to anticipate what a court might order but shall set out what the Mediator suggests are appropriate settlement terms in all of the circumstances.
- 4.4 Any settlement reached in the mediation shall not be legally binding until it has been reduced to writing and signed by, or on behalf of, the Parties (in accordance with the Variation Procedure where appropriate). The Mediator shall assist the Parties in recording the outcome of the mediation.

5. EXPERT DETERMINATION

- 5.1 If a Dispute relates to any aspect of the technology underlying the provision of the Services or otherwise relates to a financial technical or other aspect of a technical nature (as the Parties may agree) and the Dispute has not been resolved by discussion or mediation, then either Party may request (which request will not be unreasonably withheld or delayed) by written notice to the other that the Dispute is referred to an Expert for determination.
- 5.2 The Expert shall be appointed by agreement in writing between the Parties, but in the event of a failure to agree within ten (10) Working Days, or if the person appointed is unable or unwilling to act, the Expert shall be appointed on the instructions of the relevant professional body.
- 5.3 The Expert shall act on the following basis:
 - 5.3.1 he/she shall act as an expert and not as an arbitrator and shall act fairly and impartially;
 - 5.3.2 the Expert's determination shall (in the absence of a material failure to follow the agreed procedures) be final and binding on the Parties;
 - 5.3.3 the Expert shall decide the procedure to be followed in the determination and shall be requested to make his/her determination within thirty (30) Working Days of his appointment or as soon as reasonably practicable thereafter and the Parties shall assist and provide the documentation that the Expert requires for the purpose of the determination;
 - 5.3.4 any amount payable by one Party to another as a result of the Expert's determination shall be due and payable within twenty (20) Working Days of the Expert's determination being notified to the Parties;
 - 5.3.5 the process shall be conducted in private and shall be confidential; and
 - 5.3.6 the Expert shall determine how and by whom the costs of the determination, including his/her fees and expenses, are to be paid.

6. ARBITRATION

- 6.1 The Customer may at any time before court proceedings are commenced refer the Dispute to arbitration in accordance with the provisions of paragraph 6.4 of this Call Off Schedule 11.
- 6.2 Before the Supplier commences court proceedings or arbitration, it shall serve written notice on the Customer of its intentions and the Customer shall have fifteen (15) Working Days following receipt of such notice to serve a reply (a "**Counter**

Notice) on the Supplier requiring the Dispute to be referred to and resolved by arbitration in accordance with paragraph 6.4 of this Call Off Schedule 11 or be subject to the jurisdiction of the courts in accordance with Clause 57 of this Call Off Contract (Governing Law and Jurisdiction). The Supplier shall not commence any court proceedings or arbitration until the expiry of such fifteen (15) Working Day period.

6.3 If:

- 6.3.1 the Counter Notice requires the Dispute to be referred to arbitration, the provisions of paragraph 6.4 of this Call Off Schedule 11 shall apply;
- 6.3.2 the Counter Notice requires the Dispute to be subject to the exclusive jurisdiction of the courts in accordance with Clause 61 of this Call Off Contract (Governing Law and Jurisdiction), the Dispute shall be so referred to the courts and the Supplier shall not commence arbitration proceedings;
- 6.3.3 the Customer does not serve a Counter Notice within the fifteen (15) Working Days period referred to in paragraph 6.2 of this Call Off Schedule 11, the Supplier may either commence arbitration proceedings in accordance with paragraph 6.4 of this Call Off Schedule 11 or commence court proceedings in the courts in accordance with Clause 57 of this Call Off Contract (Governing Law and Jurisdiction) which shall (in those circumstances) have exclusive jurisdiction.

6.4 In the event that any arbitration proceedings are commenced pursuant to paragraphs 6.1 to 6.3 of this Call Off Schedule 11, the Parties hereby confirm that:

- 6.4.1 all disputes, issues or claims arising out of or in connection with this Call Off Contract (including as to its existence, validity or performance) shall be referred to and finally resolved by arbitration under the Rules of the London Court of International Arbitration ("**LCIA**") (subject to paragraphs 6.4.5 to 6.4.7 of this Call Off Schedule 11);
- 6.4.2 the arbitration shall be administered by the LCIA;
- 6.4.3 the LCIA procedural rules in force at the date that the Dispute was referred to arbitration shall be applied and are deemed to be incorporated by reference into this Call Off 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;
- 6.4.4 if the Parties fail to agree the appointment of the arbitrator within ten (10) days from the date on which arbitration proceedings are commenced or if the person appointed is unable or unwilling to act, the arbitrator shall be appointed by the LCIA;
- 6.4.5 the chair of the arbitral tribunal shall be British;
- 6.4.6 the arbitration proceedings shall take place in London and in the English language; and
- 6.4.7 the seat of the arbitration shall be London.

7. URGENT RELIEF

7.1 Either Party may at any time take proceedings or seek remedies before any court or tribunal of competent jurisdiction:

- 7.1.1 for interim or interlocutory remedies in relation to this Call Off Contract or infringement by the other Party of that Party's Intellectual Property Rights; and/or
- 7.1.2 where compliance with paragraph 2.1 of this Call Off Schedule 11 and/or referring the Dispute to mediation may leave insufficient time for that Party to commence proceedings before the expiry of the limitation period.

CALL OFF SCHEDULE 12: VARIATION FORM

No of Call Off Order Form being varied:

.....

Variation Form No:

.....

BETWEEN:

[insert name of Customer] ("**the Customer**")

and

[insert name of Supplier] ("**the Supplier**")

1. This Call Off Contract is varied as follows and shall take effect on the date signed by both Parties:
[Insert details of the Variation]
2. Words and expressions in this Variation shall have the meanings given to them in this Call Off Contract.
3. This Call Off Contract, including any previous Variations, shall remain effective and unaltered except as amended by this Variation.

Signed by an authorised signatory for and on behalf of the Customer

Signature

Date

Name (in
Capitals)

Address

Signed by an authorised signatory to sign for and on behalf of the Supplier

Signature

Date

Name (in
Capitals)

Address

CALL OFF SCHEDULE 13: TRANSPARENCY REPORTS

- 1.1 Within three (3) months from the Call Off Commencement Date or the date so specified by the Customer in the Call Off Order Form the Supplier shall provide to the Customer for Approval (the Customer's decision to approve or not shall not be unreasonably withheld or delayed) draft Transparency Reports consistent with the content and format requirements in Annex 1 below.
- 1.2 If the Customer rejects any proposed Transparency Report, the Supplier shall submit a revised version of the relevant report for further Approval by the Customer within five (5) days of receipt of any notice of rejection, taking account of any recommendations for revision and improvement to the report provided by the Customer. This process shall be repeated until the Parties have agreed versions of each Transparency Report.
- 1.3 The Supplier shall provide accurate and up-to-date versions of each Transparency Report to the Customer at the frequency referred to in Annex 1 of this Call Off Schedule 13 below.
- 1.4 Any Dispute in connection with the preparation and/or approval of Transparency Reports shall be resolved in accordance with the Dispute Resolution Procedure.
- 1.5 The requirements in this Schedule 13 are in addition to any other reporting requirements in this Call Off Contract.

ANNEX 1: LIST OF TRANSPARENCY REPORTS

[To be complete post tender]

Title of Report	Content	Format	Frequency
[Headline service performance]	[]	[]	[]
[Call Off Contract Charges]	[]	[]	[]
[Key Sub-Contractors]	[]	[]	[]
[Technical]	[]	[]	[]
[Performance management arrangements]	[]	[]	[]

CALL OFF SCHEDULE 14: ALTERNATIVE AND/OR ADDITIONAL CLAUSES

1. INTRODUCTION

1.1 This Call Off Schedule 14 specifies the range of Alternative Clauses and Additional Clauses that may be requested in the Call Off Order Form and, if requested in the Call Off Order Form, shall apply to this Call Off Contract.

2. GDPR

- 2.1 The Parties acknowledge that for the purposes of the Data Protection Legislation and in accordance with guidance from the Information Commissioner's Office '*Data controllers and data processors: what the difference is and what the governance implications are*' (at paragraphs 33 to 39), the Supplier is the Controller of any Personal Data which the Supplier processes in order to perform any of its obligations under or in connection with this Framework Agreement
- 2.2 The Supplier shall notify the Authority immediately if it considers that any of the Authority's instructions infringe the Data Protection Legislation (but the Supplier shall owe no liability to the Authority in respect of this obligation).
- 2.3 The Supplier shall provide all reasonable assistance to the Authority in the preparation of any Data Protection Impact Assessment. Such assistance may, at the discretion of the Authority, include:
- 2.3.1 a systematic description of the envisaged processing operations and the purpose of the processing;
 - 2.3.2 an assessment of the necessity and proportionality of the processing operations in relation to the Services;
 - 2.3.3 an assessment of the risks to the rights and freedoms of Data Subjects; and
 - 2.3.4 the measures envisaged to address the risks, including safeguards, security measures and mechanisms to ensure the protection of Personal Data.
- 2.4 The Supplier shall, in relation to any Personal Data processed in connection with its obligations under this Framework Agreement:
- 2.4.1 ensure that it has in place Protective Measures which have been reviewed and approved by the Authority as appropriate to protect against a Data Loss Event having taken account of the:
 - (a) nature of the data to be protected;
 - (b) harm that might result from a Data Loss Event;
 - (c) state of technological development; and
 - (d) cost of implementing any measures;
- 2.5 take all reasonable steps to ensure the reliability and integrity of any Supplier Personnel who have access to the Personal Data and ensure that the Supplier Personnel:
- (a) are aware of and comply with the Supplier's duties under this Clause;
 - (b) are subject to appropriate confidentiality undertakings with the Supplier or any Sub-processor;
 - (c) are informed of the confidential nature of the Personal Data and do not publish, disclose or divulge any of the Personal Data to any third Party unless directed in writing to do so by the Authority or as otherwise permitted by this Framework Agreement; and

- (d) have undergone adequate training in the use, care, protection and handling of Personal Data;
- 2.5.2 not transfer Personal Data outside of the EU unless the prior written consent of the Authority has been obtained and the following conditions are fulfilled:
 - (a) the Authority or the Supplier has provided appropriate safeguards in relation to the transfer (whether in accordance with GDPR Article 46 or LED Article 37) as determined by the Authority;
 - (b) the Data Subject has enforceable rights and effective legal remedies;
 - (c) the Supplier complies with its obligations under the Data Protection Legislation by providing an adequate level of protection to any Personal Data that is transferred (or, if it is not so bound, uses its best endeavours to assist the Authority in meeting its obligations); and
 - (d) the Supplier complies with any reasonable instructions notified to it in advance by the Authority with respect to the processing of the Personal Data.
- 2.6 Subject to Clause 1.7, the Supplier shall notify the Authority immediately if it:
 - 2.6.1 receives a Data Subject Access Request (or purported Data Subject Access Request);
 - 2.6.2 receives a request to rectify, block or erase any Personal Data;
 - 2.6.3 receives any other request, complaint or communication relating to either Party's obligations under the Data Protection Legislation;
 - 2.6.4 receives any communication from the Information Commissioner or any other regulatory authority in connection with Personal Data processed under this Framework Agreement;
 - 2.6.5 receives a request from any third Party for disclosure of Personal Data where compliance with such request is required or purported to be required by Law; or
 - 2.6.6 becomes aware of a Data Loss Event.
- 2.7 The Supplier's obligation to notify under Clause 1.5 shall include the provision of further information to the Authority in phases, as details become available.
- 2.8 Taking into account the nature of the processing, the Supplier shall provide the Authority with full assistance in relation to either Party's obligations under Data Protection Legislation and any complaint, communication or request made under Clause 1.5 (and insofar as possible within the timescales reasonably required by the Authority) including by promptly providing:
 - 2.8.1 the Authority with full details and copies of the complaint, communication or request;
 - 2.8.2 such assistance as is reasonably requested by the Authority to enable the Authority to comply with a Data Subject Access Request within the relevant timescales set out in the Data Protection Legislation;
 - 2.8.3 the Authority, at its request, with any Personal Data it holds in relation to a Data Subject;
 - 2.8.4 assistance as requested by the Authority following any Data Loss Event;
 - 2.8.5 assistance as requested by the Authority with respect to any request from the Information Commissioner's Office, or any consultation by the Authority with the Information Commissioner's Office.
- 2.9 The Supplier shall maintain complete and accurate records and information to demonstrate its compliance with this Clause.

- 2.10 The Supplier shall allow for audits of its Data Processing activity by the Authority or the Authority's designated auditor, subject to the all of the following conditions being met:
- 2.10.1 the Supplier receiving at least five (5) Business Days' notice prior to any site visit (except in an emergency situation such as a Data Loss Event);
 - 2.10.2 the Supplier having full discretion over whether to allow access to any person other than the Authority (for example, any third party advisor or consultant); and
 - 2.10.3 whilst on the Supplier's site the Authority (and any other parties who have been brought on to the site by or on behalf of the Authority) must:
 - (a) comply with any of the Supplier's policies (for example, policies relating to health and safety, security and mail integrity); and
 - (b) ensure that as far as possible there is minimum disruption to the Supplier's operations.
- 2.11 The Supplier shall designate a Data Protection Officer if required by the Data Protection Legislation.
- 2.12 Before allowing any Sub-processor to process any Personal Data related to this Framework Agreement, the Supplier must:
- 2.12.1 notify the Authority in writing of the intended Sub-processor and processing;
 - 2.12.2 obtain the written consent of the Authority;
 - 2.12.3 enter into a written agreement with the Sub-processor which give effect to the terms set out in this Clause 1.11 such that they apply to the Sub-processor; and
 - 2.12.4 provide the Authority with such information regarding the Sub-processor as the Authority may reasonably require.
- 2.13 The Supplier shall remain fully liable for all acts or omissions of any Sub-processor.
- 2.14 The Supplier may, at any time on not less than 30 Working Days' notice, revise this Clause by replacing it with any applicable controller to controller standard clauses or similar terms forming part of an applicable certification scheme (which shall apply when incorporated by attachment to this Framework Agreement).
- 2.15 The Parties agree to take account of any guidance issued by the Information Commissioner's Office. The Authority may on not less than 30 Working Days' notice to the Supplier amend this Framework Agreement to ensure that it complies with any guidance issued by the Information Commissioner's Office.
- 2.16 Annex 1 –Processing Personal Data
- 2.17 Authorised Processing Template
- 2.18 The contact details of the [Authority] Data Protection Officer is:
- 2.19 [Insert Contact details]
- 2.20 The contract details of the Supplier Data Protection Officer is:
- 2.21 [Insert Contact details]
- 2.22 The Processor shall comply with any further written instructions with respect to processing by the Controller.
- 2.23 Any such further instructions shall be incorporated into this Annex.

Contract Reference:	[Guidance: to be completed for each framework contract and each call off contract]
Date:	
Description Of Authorised Processing	Details
Identity of the Controller and Processor	<p>[Guidance: You will need to select whether to make use of Option A or Option B or Option C and/or Option D depending on which of the Parties are the data controller for the purposes of the Contract]</p> <p>[OPTION A: [Authority/Authority] as Controller</p> <p>The Parties acknowledge that for the purposes of the Data Protection Legislation, the Authority is the Controller and the Contractor is the Processor in accordance with Clause 1.1.]</p> <p>[OPTION B: Supplier as Controller</p> <p>Notwithstanding Clause 1.1 the Parties acknowledge that for the purposes of the Data Protection Legislation, the Contactor is the Controller and the Customer is the Processor.]</p> <p>[OPTION C: Both Parties are Controller of separate data]</p> <p>Notwithstanding Clause 1.1 the Parties acknowledge that for the purposes of the Data Protection Legislation:</p> <p>the Authority is the Controller and the Contractor is the Processor for the following Personal Data under this Contract:</p> <p>[Insert scope of Personal Data which where the purposes and means of the processing is determined by the Customer]</p> <p>the Supplier is the Controller and the Authority is the Processor for the following Personal Data under this Contract:</p> <p>[Insert scope of Personal Data which where the purposes and means of the processing is determined by the Contractor]</p> <p>[OPTION D:Joint Controllers]</p> <p>Notwithstanding Clause [Z/X] the Parties acknowledge that they are joint Controllers for the purposes of the Data Protection Legislation in respect of [Insert scope of Personal Data which the purposes and means of the processing is determined by the both Parties] and Annex A to this Schedule shall apply.</p>
Subject matter of the processing	[This should be a high level, short description of what the processing is about i.e. its subject matter]

Duration of the processing	[Clearly set out the duration of the processing including dates]
Nature and purposes of the processing	<p>[Please be as specific as possible, but make sure that you cover all intended purposes.</p> <p>The nature of the processing means any operation such as collection, recording, organisation, structuring, storage, adaptation or alteration, retrieval, consultation, use, disclosure by transmission, dissemination or otherwise making available, alignment or combination, restriction, erasure or destruction of data (whether or not by automated means) etc.</p> <p>The purpose might include: employment processing, statutory obligation, recruitment assessment etc]</p>
Type of Personal Data	[Examples here include: name, address, date of birth, NI number, telephone number, pay, images, biometric data etc]
Categories of Data Subject	[Examples include: Staff (including volunteers, agents, and temporary workers), customers/ clients, suppliers, patients, students / pupils, members of the public, users of a particular website etc]
	[Describe how long the data will be retained for, how it be returned or destroyed]

3. CLAUSES SELECTED

3.1 The Customer may, in the Call Off Order Form, request the following Alternative Clauses:

- 3.1.1 Scots Law (see paragraph 4.1 of this Call Off Schedule 14);
- 3.1.2 Northern Ireland Law (see paragraph 4.2 of this Call Off Schedule 14);
- 3.1.3 Non-Crown Bodies (see paragraph 4.3 of this Call Off Schedule 14);
- 3.1.4 Non-FOIA Public Bodies (see paragraph 4.4 of this Call Off Schedule 14);
- 3.1.5 Financial Limits (see paragraph 4.5 of this Call Off Schedule 14).

3.2 The Customer may, in the Call Off Order Form, request the following Additional Clauses should apply:

- 3.2.1 Security Measures (see paragraph 5.1 of this Call Off Schedule 14);

- 3.2.2 NHS Additional Clauses (see paragraph 6.1 of this Call Off Schedule 14)
- 3.2.3 MOD (“Ministry of Defence”) Additional or Alternative Clauses (see paragraph 7 of this Call Off Schedule 14)

4. IMPLEMENTATION

4.1 The appropriate changes have been made in this Call Off Contract to implement the Alternative and/or Additional Clauses specified in paragraph 2.1 of this Call Off Schedule 14 and the Additional Clauses specified in paragraphs 2.2 and 2.2.1 of this Call Off Schedule 14 shall be deemed to be incorporated into this Call Off Contract.

5. ALTERNATIVE CLAUSES

5.1 SCOTS LAW

5.1.1 Law and Jurisdiction (Clause 57)

- (a) References to “England and Wales” in the original Clause 57 of this Call Off Contract (Law and Jurisdiction) shall be replaced with “Scotland”.
- (b) Where legislation is expressly mentioned in this Call Off Contract the adoption of Clause 4.1.1 (a) shall have the effect of substituting the equivalent Scots legislation.

5.2 NORTHERN IRELAND LAW

5.2.1 Law and Jurisdiction (Clause 57)

- (a) References to “England and Wales” in the original Clause 57 of this Call Off Contract (Law and Jurisdiction) shall be replaced with “Northern Ireland”.
- (b) Where legislation is expressly mentioned in this Call Off Contract the adoption of Clause 4.1.1(a) shall have the effect of substituting the equivalent Northern Ireland legislation.

5.2.2 Insolvency Event

In Call Off Schedule 1 (Definitions), reference to “section 123 of the Insolvency Act 1986” in limb f) of the definition of Insolvency Event shall be replaced with “Article 103 of the Insolvency (NI) Order 1989”.

5.3 NON-CROWN BODIES

Clause 46.3.1(a) of this Call Off Contract (Official Secrets Act and Finance Act) shall be deleted.

5.4 NON-FOIA PUBLIC BODIES

Replace Clause 34.5 of this Call Off Contract (Freedom of Information) with “The Customer has notified the Supplier that the Customer is exempt from the provisions of FOIA and EIR.”

5.5 FINANCIAL LIMITS

In Clause 36.2.1(b)(i) remove the monetary amount and the percentage stated therein and replace respectively with:

[enter monetary amount in words] [£ X]

[enter percentage in words] [£ X]

In Clause 36.2.1(b)(ii) remove the monetary amount and the percentage stated therein and replace respectively with:

[enter monetary amount in words] [£ X]

[enter percentage in words] [£ X]

In Clause 36.2.1(b)(iii) remove the monetary amount and the percentage stated therein and replace respectively with:

[enter monetary amount in words] [£ X]

[enter percentage in words] [£ X]

6. ADDITIONAL CLAUSES: GENERAL

6.1 SECURITY MEASURES

6.1.1 The following definitions to be added to Call Off Schedule 1 (Definitions) to the Call Off Order Form and the Call Off Terms:

"**Document**" includes specifications, plans, drawings, photographs and books;

"**Secret Matter**" means any matter connected with or arising out of the performance of this Call Off Contract which has been, or may hereafter be, by a notice in writing given by the Customer to the Supplier be designated 'top secret', 'secret', or 'confidential';

"**Servant**" where the Supplier is a body corporate shall include a director of that body and any person occupying in relation to that body the position of director by whatever name called.

6.1.2 The following new Clause [58] shall apply:

58. [SECURITY MEASURES]

58.1. The Supplier shall not, either before or after the completion or termination of this Call Off Contract, do or permit to be done anything which it knows or ought reasonably to know may result in information about a secret matter being:

58.1.1. without the prior consent in writing of the Customer, disclosed to or acquired by a person who is an alien or who is a British subject by virtue only of a certificate of naturalisation in which his name was included;

58.1.2. disclosed to or acquired by a person as respects whom the Customer has given to the Supplier a notice in writing which has not been cancelled stating that the Customer requires that secret matters shall not be disclosed to that person;

58.1.3. without the prior consent in writing of the Customer, disclosed to or acquired by any person who is not a servant of the Supplier; or

58.1.4. disclosed to or acquired by a person who is an employee of the Supplier except in a case where it is necessary for the proper performance of this Call Off Contract that such person shall have the information.

58.2. Without prejudice to the provisions of Clause 58.1, the Supplier shall, both before and after the completion or termination of this Call Off Contract, take all reasonable steps to ensure:

- 58.2.1. no such person as is mentioned in Clauses 58.1, 58.1.1 or 58.1.2 hereof shall have access to any item or document under the control of the Supplier containing information about a secret matter except with the prior consent in writing of the Customer;
- 58.2.2. that no visitor to any premises in which there is any item to be supplied under this Call Off Contract or where Goods and/or Services are being supplied shall see or discuss with the Supplier or any person employed by him any secret matter unless the visitor is authorised in writing by the Customer so to do;
- 58.2.3. that no photograph of any item to be supplied under this Call Off Contract or any portions of the Services shall be taken except insofar as may be necessary for the proper performance of this Call Off Contract or with the prior consent in writing of the Customer, and that no such photograph shall, without such consent, be published or otherwise circulated;
- 58.2.4. that all information about any secret matter and every document model or other item which contains or may reveal any such information is at all times strictly safeguarded, and that, except insofar as may be necessary for the proper performance of this Call Off Contract or with the prior consent in writing of the Customer, no copies of or extracts from any such document, model or item shall be made or used and no designation of description which may reveal information about the nature or contents of any such document, model or item shall be placed thereon; and
- 58.2.5. that if the Customer gives notice in writing to the Supplier at any time requiring the delivery to the Customer of any such document, model or item as is mentioned in Clause 58.2.3, that document, model or item (including all copies of or extracts therefrom) shall forthwith be delivered to the Customer who shall be deemed to be the owner thereof and accordingly entitled to retain the same.
- 58.3. The decision of the Customer on the question whether the Supplier has taken or is taking all reasonable steps as required by the foregoing provisions of Clause 58 shall be final and conclusive.
- 58.4. If and when directed by the Customer, the Supplier shall furnish full particulars of all people who are at any time concerned with any secret matter.
- 58.5. If and when directed by the Customer, the Supplier shall secure that any person employed by it who is specified in the direction, or is one of a class of people who may be so specified, shall sign a statement that he understands that the Official Secrets Act, 1911 to 1989 and, where applicable, the Atomic Energy Act 1946, apply to the person signing the statement both during the carrying out and after expiry or termination of a Call Off Contract.

- 58.6. If, at any time either before or after the expiry or termination of this Call Off Contract, it comes to the notice of the Supplier that any person acting without lawful authority is seeking or has sought to obtain information concerning this Call Off Contract or anything done or to be done in pursuance thereof, the matter shall be forthwith reported by the Supplier to the Customer and the report shall, in each case, be accompanied by a statement of the facts, including, if possible, the name, address and occupation of that person, and the Supplier shall be responsible for making all such arrangements as it may consider appropriate to ensure that if any such occurrence comes to the knowledge of any person employed by it, that person shall forthwith report the matter to the Supplier with a statement of the facts as aforesaid.
- 58.7. The Supplier shall place every person employed by it, other than a Sub-Contractor, who in its opinion has or will have such knowledge of any secret matter as to appreciate its significance, under a duty to the Supplier to observe the same obligations in relation to that matter as are imposed on the Supplier by Clauses 58.1 and 58.2 and shall, if directed by the Customer, place every person who is specified in the direction or is one of a class of people so specified, under the like duty in relation to any secret matter which may be specified in the direction, and shall at all times use its best endeavours to ensure that every person upon whom obligations are imposed by virtue of Clause 58 observes the said obligations, and the Supplier shall give such instructions and information to every such person as may be necessary for that purpose, and shall, immediately upon becoming aware of any act or omission which is or would be a breach of the said obligations, report the facts to the Supplier with all necessary particulars.
- 58.8. The Supplier shall, if directed by the Customer, include in the Sub-Contract provisions in such terms as the Customer may consider appropriate for placing the Sub-Contractor under obligations in relation to secrecy and security corresponding to those placed on the Supplier by Clause 58, but with such variations (if any) as the Customer may consider necessary. Further the Supplier shall:
- 58.8.1. give such notices, directions, requirements and decisions to its Sub-Contractors as may be necessary to bring the provisions relating to secrecy and security which are included in Sub-Contracts under Clause 58 into operation in such cases and to such extent as the Customer may direct;
- 58.8.2. if there comes to its notice any breach by the Sub-Contractor of the obligations of secrecy and security included in their Sub-Contracts in pursuance of Clause 58, notify such breach forthwith to the Customer; and
- 58.8.3. if and when so required by the Customer, exercise its power to determine the Sub-Contract under the provision in that Sub-Contract which corresponds to Clause 58.11.
- 58.9. The Supplier shall give the Customer such information and particulars as the Customer may from time to time require for the purposes of

satisfying the Customer that the obligations imposed by or under the foregoing provisions of Clause 58 have been and are being observed and as to what the Supplier has done or is doing or proposes to do to secure the observance of those obligations and to prevent any breach thereof, and the Supplier shall secure that a representative of the Customer duly authorised in writing shall be entitled at reasonable times to enter and inspect any premises in which anything is being done or is to be done under this Call Off Contract or in which there is or will be any item to be supplied under this Call Off Contract, and also to inspect any document or item in any such premises or which is being made or used for the purposes of this Call Off Contract and that any such representative shall be given all such information as he may require on the occasion of, or arising out of, any such inspection.

58.10. Nothing in Clause 58 shall prevent any person from giving any information or doing anything on any occasion when it is, by virtue of any enactment, the duty of that person to give that information or do that thing.

58.11. If the Customer shall consider that any of the following events has occurred:

58.11.1. that the Supplier has committed a breach of, or failed to comply with any of, the foregoing provisions of Clause 58; or

58.11.2. that the Supplier has committed a breach of any obligations in relation to secrecy or security imposed upon it by any other contract with the Customer, or with any department or person acting on behalf of the Crown; or

58.11.3. that by reason of an act or omission on the part of the Supplier, or of a person employed by the Supplier, which does not constitute such a breach or failure as is mentioned in 58.11.2, information about a secret matter has been or is likely to be acquired by a person who, in the opinion of the Customer, ought not to have such information;

and shall also decide that the interests of the State require the termination of this Call Off Contract, the Customer may by notice in writing terminate this Call Off Contract forthwith.

58.12. A decision of the Customer to terminate this Call Off Contract in accordance with the provisions of Clause 58.11 shall be final and conclusive and it shall not be necessary for any notice of such termination to specify or refer in any way to the event or considerations upon which the Customer's decision is based.

58.13. Suppliers notice

58.13.1. The Supplier may within five (5) Working Days of the termination of this Call Off Contract in accordance with the provisions of Clause 58.11, give the Customer notice in writing requesting the Customer to state whether the event upon which the Customer's decision to terminate was based is an

event mentioned in Clauses 58.11, 58.11.1 or 58.11.2 and to give particulars of that event; and

58.13.2. the Customer shall within ten (10) Working Days of the receipt of such a request give notice in writing to the Supplier containing such a statement and particulars as are required by the request.

58.14. Matters pursuant to termination

58.14.1. The termination of this Call Off Contract pursuant to Clause 58.11 shall be without prejudice to any rights of either party which shall have accrued before the date of such termination;

58.14.2. The Supplier shall be entitled to be paid for any work or thing done under this Call Off Contract and accepted but not paid for by the Customer at the date of such termination either at the price which would have been payable under this Call Off Contract if this Call Off Contract had not been terminated, or at a reasonable price;

58.14.3. The Customer may take over any work or thing done or made under this Call Off Contract (whether completed or not) and not accepted at the date of such termination which the Customer may by notice in writing to the Supplier given within thirty (30) Working Days from the time when the provisions of Clause 58 shall have effect, elect to take over, and the Supplier shall be entitled to be paid for any work or thing so taken over a price which, having regard to the stage which that work or thing has reached and its condition at the time it is taken over, is reasonable. The Supplier shall in accordance with directions given by the Customer, deliver any work or thing taken over under this Clause, and take all such other steps as may be reasonably necessary to enable the Customer to have the full benefit of any work or thing taken over under this Clause; and

58.14.4. Save as aforesaid, the Supplier shall not be entitled to any payment from the Customer after the termination of this Call Off Contract

58.15. If, after notice of termination of this Call Off Contract pursuant to the provisions of 58.11:

58.15.1. the Customer shall not within ten (10) Working Days of the receipt of a request from the Supplier, furnish such a statement and particulars as are detailed in Clause 58.13.1; or

58.15.2. the Customer shall state in the statement and particulars detailed in Clause 58.13.2. that the event upon which the Customer's decision to terminate this Call Off Contract was based is an event mentioned in Clause 58.11.3,

the respective rights and obligations of the Supplier and the Customer shall be terminated in accordance with the following provisions:

- 58.15.3. the Customer shall take over from the Supplier at a fair and reasonable price all unused and undamaged materials, bought-out parts and components and articles in course of manufacture in the possession of the Supplier upon the termination of this Call Off Contract under the provisions of Clause 58.11 and properly provided by or supplied to the Supplier for the performance of this Call Off Contract, except such materials, bought-out parts and components and articles in course of manufacture as the Supplier shall, with the concurrence of the Customer, elect to retain;
- 58.15.4. the Supplier shall prepare and deliver to the Customer within an agreed period or in default of agreement within such period as the Customer may specify, a list of all such unused and undamaged materials, bought-out parts and components and articles in course of manufacture liable to be taken over by or previously belonging to the Customer and shall deliver such materials and items in accordance with the directions of the Customer who shall pay to the Supplier fair and reasonable handling and delivery charges incurred in complying with such directions;
- 58.15.5. the Customer shall indemnify the Supplier against any commitments, liabilities or expenditure which are reasonably and properly chargeable by the Supplier in connection with this Call Off Contract to the extent to which the said commitments, liabilities or expenditure would otherwise represent an unavoidable loss by the Supplier by reason of the termination of this Call Off Contract;
- 58.15.6. if hardship to the Supplier should arise from the operation of Clause 58.15 it shall be open to the Supplier to refer the circumstances to the Customer who, on being satisfied that such hardship exists shall make such allowance, if any, as in its opinion is reasonable and the decision of the Customer on any matter arising out of this Clause 58.15 shall be final and conclusive; and

subject to the operation of Clauses 58.15.3, 58.15.4, 58.15.5 and 58.15.6 termination of this Call Off Contract shall be without prejudice to any rights of either party that may have accrued before the date of such termination.

7. NHS ADDITIONAL CLAUSES – NOT APPLICABLE

7.1 The following new Clause [59] shall apply:

59. [CODING REQUIREMENTS]

- 59.1. Unless otherwise confirmed and/or agreed by the Customer in writing and subject to Clause 59.2, the Supplier shall ensure comprehensive product information relating to each category of the Goods shall be placed by the Supplier into a GS1 certified data pool within the following timescales:

- 59.1.1. Prior to or on the Commencement Date, in relation to all categories of Goods to be provided as part of the Call Off Contract as at the Commencement Date; or
- 59.1.2. Where further categories of Goods are to be supplied in accordance with any Variation, prior to or on the date of implementation of such Variation.
- 59.2. Where it is not practical for whatever reason for the Supplier to comply with its obligations under Clause 59.1 within the timescales stated, the Supplier shall provide an implementation plan and suggested timetable within which the Supplier shall achieve such compliance. The implementation plan and suggested timetable must be submitted by the Supplier for agreement by the Customer prior to the first Delivery of relevant Goods under the Call Off Contract (such agreement not to be unreasonably withheld or delayed). Any failure by the Parties to agree such a timetable and implementation plan shall be referred to and resolved in accordance with Call Off Schedule 11: Dispute Resolution Procedure. Once a timetable and implementation plan have been agreed by the Customer, the Supplier shall comply with such timetable and plan as a condition of this Call Off Contract.
- 59.3. Once product information relating to the Goods is placed by the Supplier into a GS1 certified data pool, the Supplier shall, during the Call Off Contract Period, keep such information updated with any changes to the product data relating to the Goods.

8. MOD ADDITIONAL CLAUSES – NOT APPLICABLE

- 8.1 The definition of Call Off Contract in Schedule 1 (Definitions) to the Call Off Terms shall be replaced with the following:
 - 8.1.1 **"Call Off Contract"** means this written agreement between the Customer and the Supplier consisting of the Call Off Order Form and the Call Off Terms and the MoD Terms and Conditions.
 - 8.2 The following definitions shall be inserted into in Schedule 1 (Definitions) to the Call Off Terms:
 - 8.3 **"MoD Terms and Conditions"** means the contractual terms and conditions listed in Schedule [...] which form part of the Call Off Terms:
 - 8.3.1 **"Site"** shall include any of Her Majesty's Ships or Vessels and Service Stations.
 - 8.3.2 **"Officer in charge"** shall include Officers Commanding Service Stations, Ships' Masters or Senior Officers, and Officers superintending Government Establishments.
 - 8.4 The following clauses shall be inserted into Clause 2 of this Call Off Contract (Due Diligence):
 - 8.5 The Supplier confirms that it has had the opportunity to review the MoD Terms and Conditions and has raised all due diligence questions in relation to those documents with the Customer prior to the Commencement Date.
 - 8.5.1 Where required by the Customer, the Supplier shall take such actions as are necessary to ensure that the MoD Terms and Conditions constitute legal, valid, binding and enforceable obligations on the Supplier.

8.6 The following new Clause [60] shall apply:

60. [ACCESS TO MOD SITES]

60.1. In this Clause 60:

- 60.1.1. The Customer shall issue passes for those representatives of the Supplier who are approved for admission to the Site and a representative shall not be admitted unless in possession of such a pass. Passes shall remain the property of the Customer and shall be surrendered on demand or on completion of the supply of the Services.
- 60.1.2. The Suppliers representatives when employed within the boundaries of a Site, shall comply with such rules, regulations and requirements (including those relating to security arrangements) as may be in force for the time being for the conduct of personnel at that Site. When on board ship, compliance shall be with the Ship's Regulations as interpreted by the Officer in charge. Details of such rules, regulations and requirements shall be provided, on request, by the Officer in charge.
- 60.1.3. The Supplier shall be responsible for the living accommodation and maintenance of its representatives while they are employed at a Site. Sleeping accommodation and messing facilities, if required, may be provided by the Customer wherever possible, at the discretion of the Officer in charge, at a cost fixed in accordance with current Ministry of Defence regulations. At Sites overseas, accommodation and messing facilities, if required, shall be provided wherever possible. The status to be accorded to the Suppliers personnel for messing purposes shall be at the discretion of the Officer in charge who shall, wherever possible give his decision before the commencement of this Call Off Contract where so asked by the Supplier. When sleeping accommodation and messing facilities are not available, a certificate to this effect may be required by the Customer and shall be obtained by the Supplier from the Officer in charge. Such certificate shall be presented to the Customer with other evidence relating to the costs of this Call Off Contract.
- 60.1.4. Where the Suppliers representatives are required by this Call Off Contract to join or visit a Site overseas, transport between the United Kingdom and the place of duty (but excluding transport within the United Kingdom) shall be provided for them free of charge by the Ministry of Defence whenever possible, normally by Royal Air Force or by MOD chartered aircraft. The Supplier shall make such arrangements through the Technical Branch named for this purpose in this Call Off Contract. When such transport is not available within a reasonable time, or in circumstances where the Supplier wishes its representatives to accompany material for installation which it is to arrange to be delivered, the Supplier shall make its own transport arrangements. The Customer shall reimburse the

Suppliers reasonable costs for such transport of its representatives on presentation of evidence supporting the use of alternative transport and of the costs involved. Transport of the Suppliers representatives locally overseas which is necessary for the purpose of this Call Off Contract shall be provided wherever possible by the Ministry of Defence, or by the Officer in charge and, where so provided, shall be free of charge.

- 60.1.5. Out-patient medical treatment given to the Suppliers representatives by a Service Medical Officer or other Government Medical Officer at a Site overseas shall be free of charge. Treatment in a Service hospital or medical centre, dental treatment, the provision of dentures or spectacles, conveyance to and from a hospital, medical centre or surgery not within the Site and transportation of the Suppliers representatives back to the United Kingdom, or elsewhere, for medical reasons, shall be charged to the Supplier at rates fixed in accordance with current Ministry of Defence regulations.
- 60.1.6. Accidents to the Suppliers representatives which ordinarily require to be reported in accordance with Health and Safety at Work etc Act 1974, shall be reported to the Officer in charge so that the Inspector of Factories may be informed.
- 60.1.7. No assistance from public funds, and no messing facilities, accommodation or transport overseas shall be provided for dependants or members of the families of the Suppliers representatives. Medical or necessary dental treatment may, however, be provided for dependants or members of families on repayment at current Ministry of Defence rates.
- 60.1.8. The Supplier shall, wherever possible, arrange for funds to be provided to its representatives overseas through normal banking channels (e.g. by travellers' cheques). If banking or other suitable facilities are not available, the Customer shall, upon request by the Supplier and subject to any limitation required by the Supplier, make arrangements for payments, converted at the prevailing rate of exchange (where applicable), to be made at the Site to which the Suppliers representatives are attached. All such advances made by the Customer shall be recovered from the Supplier.

8.7 The following new Call Off Schedule [16] shall apply:

CALL OFF SCHEDULE [16]: MOD DEFCONS AND DEFFORMS

The following MOD DEFCONS and DEFFORMs form part of this Call Off Contract:

DEFCONS

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DEFCON No	Version	Description

DEFFORMs (Ministry of Defence Forms)

DEFFORM No	Version	Description

DATA PROTECTION

CALL OFF SCHEDULE 15: CALL OFF TENDER

Please provide a clear demonstration of how the GQL Services will be fulfilled and delivered.

a) Please describe the secure courier service you will deliver for the GQL service, including how you will plan and execute collections and deliveries so that timeslots for each centre are met, detailing end to end processes and indicative timescales.

We operate a hub and spoke collection and delivery system with 54 depots across the UK feeding four highly automated tracking and sorting centres (strategically located in the UK).

Our highly automated tracking and sorting centres allow us to handle in excess of 570,000 parcels per day, offer 270 degree bar code reading stations, use Vanderlande cross belt sorting equipment and have advanced camera technology for scanning, video coding and character recognition.

Parcelforce Worldwide (PFW) employs approximately 5,800 members of staff and operates over 2,700 collection and delivery vehicles. Our fleet vehicles consist of medium wheelbase vans, extra-long wheelbase vans, 7.5 tonne collection vehicles and 7.5 tonne tail lift vehicles; 93% of our fleet are eco-start delivery vans and all our vehicles are hard-sided vehicles.

PFW propose the use of our Express 24 Service, which is a 24 hour service that will offer a next day delivery solution (delivery between 07:30 to 18:00) with a Monday to Saturday commitment, unless otherwise specified by the Authority, the AO or the intended recipient.

1.1. CENTRE COLLECTIONS PLANNING

PFW have invested by providing a dedicated Examinations Helpdesk to support Awarding Organisations (AO) with enquiries and collection bookings. Using this existing and very experienced Customer Service team PFW propose to provide a solution whereby scheduled centres (centres with three exams or more in any one week during an exam programme) will be contacted via telephone by PFW and a time window will be agreed for the collection of examination papers during a defined programme. This will be recorded and shared with the depot teams and collection drivers. Further to this, centres identified as being ad-hoc (less than three exams per week during an exam programme), will be provided with the option to contact the helpdesk to book a collection over the telephone or to book their desired collections online using a bespoke online collection solution, this solution will enable the centre to book their required collections for the forthcoming series and for each request, to receive an email confirmation providing a booking reference number. This will generate a collection advice request on the PFW collection driver's handheld device for the date and time requested. It will be the driver's responsibility to ensure that the collection is completed satisfactorily within the time window. Each of our depots will be responsible for monitoring the daily performance of their collections and will debrief the drivers on their return to the depot. The helpdesk will monitor all reported non-collections and engage with the centre and the local PFW depot to ensure that any performance shortfall is identified and rectified, this information will be shared with the Authority.

1.2. COLLECTION PROCESS

At the point of collection the PFW driver will attend the school via its official entrance and make themselves known to the reception point of the school or as otherwise directed by the exams officer or other official member of staff. Once the driver has been handed the examination packages they will provide a cursory check to ensure that the items are sealed and that a label is affixed to each package. The driver will then scan each item with the handheld device which will create a tracking event visible on the PFW.com webpage. At this point, the package will become fully visible in the PFW network and will then fall under the responsibility of the account team who will manage and monitor the status and progress of all packages within this programme, through to delivery. The driver will then sign the dispatch log, confirming acceptance of the correct number of items. This will be retained by the centre. The driver will return to the delivery vehicle and place the items securely within the vehicle. Upon return to the PFW depot the items will be removed from the vehicle and scanned at the depot to show a scan out of depot tracking event. At this stage, exam items from other centres will be consolidated, containerised and loaded to the rear of the dispatch trailer, this process will ensure that all exam items are prioritised upon arrival into our National sortation hub in Coventry and will also enable PFW to mitigate the risk of very small examination packages being misplaced or becoming lodged within the mechanised elements of our sortation equipment.

1.3. HUB PROCESSING

Once a trailer arrives into our National Hub the containers will be removed from the rear of the trailer and moved directly over to our dedicated sort area. This process will enable our teams and systems, to scan each item with a further tracking event, to provide a status update in the journey of the package and then to sort the items into further containers, which are allocated to each of our 54 delivery depots or a further sortation by a bespoke postcode to be delivered to each of the AOs scanning bureaus. Depot containers will be loaded to the outbound trailers for each of the specified depot destinations and all items for scanning bureaus will be moved to the dedicated boom conveyors allocated for the various AOs. At this stage the items for scanning bureaus will be passed over to a dedicated team (during peak programmes) allocated to handle examinations dispatches. The team will segregate the items by the respective AOs scanning bureau, they will scan the item with a Proof Of Delivery event and further containerise the item onto a pallet, once the pallet has been filled, it will be shrink wrapped securely and loaded to a dedicated outbound trailer (a hard copy of the manifest will be attached to each pallet) that will be routed directly to the AO's scanning bureau.

1.4. BULK VOLUME RETURNS TO SCANNING BUREAUS

An electronic manifest containing the consignment numbers of packages contained within the load will be provided to a pre-defined email circulation list for each of the AOs. The frequency and timing of arrival of the bulk delivery vehicles will be agreed with the AOs and their respective scanning bureaus. This will form part of the planning process prior to the commencement of any series where all transport movement requirements will be identified and arranged in line with the AOs package volume forecasts and delivery specifications. The account team will engage with our transport control team to ensure that a transport plan is documented, monitored and adhered to. This will be reviewed daily/ weekly during each GQL series.

1.5. RESIDENTIAL DELIVERIES

The the containerised items will be loaded to the rear of the outbound depot trailer. This will ensure that these are the first items removed from the trailer at the point of receipt into the delivery depot. The packages will receive a 'scan into delivery depot' tracking event, at the point they are unloaded from the trailer and then sorted to the respective delivery route. This will be determined by the postcode on the package label and the intended destination. The package will then be scanned onto the driver's route and loaded onto the driver's delivery vehicle. Upon arrival at the intended recipient address the driver will attempt delivery in line with PFW delivery procedures and education specific guidelines. Once the package has been successfully delivered to the intended recipient a final successful delivery event will be recorded capturing the recipient's name and electronic signature along with the time and a date stamp. Further to this the GPS co-ordinates of the delivery confirmation location are also captured and held, which can be accessed by the account team. To note, there may be rare occasions when these co-ordinates are not captured such as when a manual signature is acquired.

b) Please describe how you will work with the AOs to enable them to produce GQL service address labels for issue to their exam centres to be used when dispatching student scripts;

IT integrations will be facilitated by the PFW Customer Solutions team. The Customer Solutions role will be to engage with the AOs to support the full lifecycle of the integration, from assessing the requirement with them, to assisting them in choosing, implementing and testing the most suitable IT integration setup. At inception, the AO will be assigned a resource within the team to manage the implementation – however, any member of the team is able to assist in the integration at any point. A typical integration consists of 6 stages – Engagement, Development, Testing, Launch, Early Life Support (ELS) and Business As Usual (BAU), with an average integration time of approximately 8-10 weeks. Development of address labels will form part of that typical integration process, as detailed below:

1.6. WEEK 1 TO WEEK 3 - ENGAGEMENT

Customer Solutions will engage with the AOs IT team to discuss the overall requirements for shipping and/or tracking, and offer expert advice and full technical documentation on different options available for integrating their IT systems. IT integration options will consist of ExpressTransfer, ExpressLink and Worldwide Delivery Manager Online (WDMO).

ExpressTransfer is a (s)FTP based non-transactional solution where the AO supplies multiple consignment information to Parcelforce in a single operation. It covers all domestic services and some international services. The AO will be responsible for providing pre-advice in a delimited text file, label production to a defined PFW format and for managing their assigned number range.

ExpressLink is a SOAP based transactional web service solution, where the AO creates consignments and prints labels on an individual consignment basis. It will produce pre-advice (in a delimited text file), label and international documentation. It covers all domestic services and some international services. PFW will allocate a unique number range for each individual AO and the transfer protocol is s(FTP).

WDMO is a website solution, where the AO manually uploads data or enters individual shipping information in order to create consignments for all domestic and international services. Also, it will produce pre-advice, labels, international

documentation and manage the number range. This is the least preferred option due to the limited ability to customise the label format in order to incorporate specific centre and subject information.

Tracking information is available for all of the above options via FTP / sFTP.

1.7. WEEK 3 TO WEEK 6 - DEVELOPMENT

The AO will develop the chosen solution to the supplied Parcelforce specifications, with the PFW Customer Solutions team providing email and telephone support on meeting those specifications.

1.8. WEEK 6 TO WEEK 8 – TESTING

During the final stages of development, the AO will re-engage with the PFW Customer Solutions team to begin the testing phase. Testing will consist of:

Stage 1 - The AO will supply pre-advice and electronic versions of the bespoke Yellow Labels to PFW via email. The supplied data sample must consist of a minimum of 15 consignments covering both domestic and international shipments (if applicable), and must demonstrate use of all PFW services that have been agreed with the AO. The supplied test sample must contain a mixture of delivery postcode formats, and must demonstrate the AO's ability to manage assigned number ranges correctly.

The PFW Customer Solutions team will assess the conformance of the pre-advice and label format according to the supplied specifications. Where there are changes required, additional test packs must be submitted once those changes have been made.

Stage 2 - Once the Customer Solutions team have confirmed that the pre-advice and labels conform to the Parcelforce specifications, the AO is required to provide a final test pack containing a physical version of labels printed on the equipment to be used in the clients' production environment.

1.9. WEEK 8 – LAUNCH

The Customer Solutions team will monitor data flows and scanning events to ensure that the IT solution is working as expected. If required, the Customer Solutions team are able to attend the AO's site on launch day to ensure that labels being produced are compliant and pre-advice is being created and transmitted as expected.

1.10. WEEK 8 TO WEEK 10 – EARLY LIFE SUPPORT

In the two weeks following launch, the Customer Solutions team will provide the AO with an increased level of monitoring and support - this includes close monitoring of pre-advice files to ensure receipt and content are both correct, and checking that labels seen in our network are compliant. The team can also set up daily ELS calls with the AO to raise and discuss any IT issues found. After this, the Customer Solutions team will provide support via email or telephone.

c) Please describe the process you will use to manage packages that cannot be delivered.

If the PFW driver is unable to deliver an exam package to the intended recipient the driver will scan the items barcode to indicate the attempted delivery status

of the item and will post a delivery attempted card at the address. The card will advise the recipient that we have attempted a delivery on the day indicated and that we will be making a further automatic delivery during the next working day (Monday to Saturday). Please note that under this specific contract the first delivery attempt will only be made to the addressee in order to reduce the risk of sensitive material being placed in the hands of unintended recipients. The driver will return the exam package back to the delivery depot to be held in a secure area awaiting a further scheduled delivery attempt. If there is a further unsuccessful delivery attempt the driver will scan the package to provide a further attempted delivery tracking event, leaving another card at the address advising the status and indicating that the package will be held at the depot awaiting instruction from the recipient.

Following the first delivery attempt the recipient may now request via email or phone call to have their packages redelivered to an alternative address e.g. a specified neighbour, a work address or to the local Post Office for collection by the recipient (a valid proof of I.D. will be required for a Post Office collection). Additionally, the AO, the Authority or the account team may provide alternative instructions as required. Following two attempted delivery events, the packages will be held securely in the PFW depot for a period of 16 working days before being returned to sender. Information pertaining to attempted delivery items will be available within the Management Information provided by the account Team to the Authority.

d) Please describe how you will work with the Authority to design packaging and prepare communications for the GQL service.

Working with the Authority, PFW will engage with the AOs in order to provide advice and support on all aspects of the packaging. The purpose of this will be to ensure that packages are sufficiently robust, remain secure and withstand reasonable handling during transit through our network. Testing will be conducted by the account Team to ensure that packaging is fit for purpose within our network.

Specifying the minimum requirements needed, PFW will work alongside the Authority and AOs, specifying that the packaging should be a plastic 'poly' courier bag which is sealable and carry the relevant AOs' logo and address. The inclusion of the AOs' logo will enable easy recognition within the PFW network. It will also be encouraged that the use of a vibrant yellow colour is used on all of the AOs labels; PFW have adopted and extensively promoted the use of this colour across all aspects of their business to generate a visual recognition of examination packages. This 'examinations brand' colour is widely acknowledged across the whole of PFW – and therefore easily recognisable throughout the business as being related to examinations material.

PFW will design and provide a detailed communication package, which will provide comprehensive information and advice on all aspects of the GQL Service. The document will include detail on how to securely package an exams item and what packaging should be used as well as the correct way in which packages should be labelled. The communication will also have information on how to go about booking a collection and what a centre needs to do in order to prepare for a collection, including how to access the dispatch log. This communication package will be made available for upload on to the Authority's and AOs web sites and also be included on a dedicated PFW education webpage in support this contract.

e) Please describe how you will deal with volumes on the scale outlined within Section 10 of Appendix B – Statement of Requirements, and how you will ensure successful delivery based on the variance of volumes between each examination series.

At the end of each academic year, PFW will review performance and start planning for the next academic year. Planning continues throughout the year and intensifies as we reach each individual programme. The defined stakeholders within the business (e.g. operations management, hub teams, transport network and security), together with input from the Authority, will be engaged to support and deliver the programme objectives. This process will enable PFW to define and align the appropriate levels of resource required to deliver against the forecasted package volumes whilst taking into consideration our network capacity requirements. In preparation for a series, regular meetings with all relevant departments within PFW and the Authority Supplier Relationship Manager will be held to ensure that robust plans remain in place and that the programme remains on track. These plans will continue to be revised as improved package volume forecast information is provided up to the commencement of each series. During the series, actual volumes will be measured and reviewed regularly together with the Authority against the forecast plan. PFW will assess and discuss any variances identified with the AOs and the Authority during the bi-weekly calls or as arranged where necessary, this will provide PFW the opportunity to discuss any known reasons for variance to forecast and the likely impacts such as deferred volume. This will enable PFW to share the outputs with the wider business and thereby ensure that the appropriate resource is adjusted to compensate for adjustments and ensure a seamless delivery of the programme is maintained. PFW will provide a commitment to the Authority to deliver the volumes defined in Annex B within the timescales specified and in cooperation with the Collation Provider and the Authority.

Please provide a clear demonstration of how the NCA Services will be fulfilled and delivered.

Parcelforce Worldwide propose to design a dedicated and bespoke solution in order to manage the collection and distribution of the NCA programme. Parcelforce Worldwide have a wealth of experience in providing and managing distribution and collection solutions of sensitive educational material for Awarding Organisations across the United Kingdom. We have built a reputation for providing a reliable service solution with the ability to facilitate bespoke solutions when additional levels of security and assurance are required. These solutions are fully supported and managed by a dedicated account team that engage directly with our clients to understand their requirements and are then involved in the design solution, interfacing with our key internal stakeholders. A project plan will be created detailing the preparation activities, key operational steps, processing dates, identifying the teams and individuals who will need to be engaged, together with dates and ownership.

1.1. SERVICES

Parcelforce Worldwide will utilise a number of our services to achieve the required delivery parameters. Our service portfolio consists of timed next day services (Express 9, 10 and AM) and next day close of business (Express 24). To complement the core UK services we offer a Sameday service. We offer a range of international services. We have a number of additional services that may be beneficial to you in the future, we are happy to discuss these further in the tender process.

1.2. PLANNING

We will provide to the Collation Provider the delivery postcodes aligned to each of our delivery depots. From this information, the Collation Provider will provide in detail the number of packages that will be aligned to each of the Parcelforce Worldwide depots. This will enable the account team to define a package volume dispatch plan for each depot and dispatch day. The Collation Provider can then collate packages onto pallets dedicated to the appropriate Parcelforce Worldwide depot. The account team will liaise with our transport operational teams to plan and agree a collection schedule to also include the facilitation of stand trailers in preparation for the first loads. This information will be shared with the Collation Provider and the Authority. All dispatches will be scheduled a minimum of one day prior to the hub processing activities. This is to mitigate the risk of transport delays outside of our control (e.g. motorway closures). The exchange of data should commence no later than 6 weeks prior to the first dispatch date of any NCA programme in order to achieve key milestones.

1.3. DISPATCH – ON SITE SUPPORT

The account team will work closely with the Collation Provider in developing dispatch and load plans to meet the requirements and deadlines of our client. The account team will confirm with the Collation Provider the identities of the members of the team who will attend the collator's site, including dates and times along with vehicle registration numbers, to maintain security protocols.

Prior to the commencement of each NCA programme, the Parcelforce Worldwide account team will provide on-site support, facilitating the consignment labelling of pre-sorted NCA pallets as defined in the planning process, recording the data and ensuring that the pallets identified align with the pre-determined load configurations as agreed between the parties.

On the day of dispatch up to two members of our account team will be on-site to support and complement the Collation providers operation. Their role is to manage the dispatch of the NCA material and ensure compliance to the load plans is achieved, check that all pallet barcodes are scanned at the point of loading onto Parcelforce Worldwide Trailers and to record the load content, trailer reference number, trailer seal (secure bolt seals used) and dispatch time before disseminating the information to all internal and external key stakeholders.

1.4. SECURITY LEG 1 DELIVERY

All vehicles used will have rigid sides and remain locked with the trailer carrying the consignments from their collection point sealed with a uniquely numbered bolt seal. The integrity of the seals will be checked upon arrival into the distribution hub. The units will be tracked using an ISO Track system to the Hubs. The driver duties will be dedicated point to point journeys.

The distribution units known as the Hubs are protected by manned guarding 24x7x365 and a suite of 147 CCTV cameras recording onto digital recorders where images are stored for 30 days. CCTV cameras would be focused onto the areas in which The Authority's product is unloaded and cross docked.

Journeys to the delivery depots will be by way of solid sided units and trailers with the units being tracked using an ISO Track system. Depots are solid buildings within gated fenced sites and access to our buildings is controlled. Depots are alarmed and monitored 24x7 by an Alarm Response Centre when

non-operational. Not all depots have CCTV installed. Those that do record onto recorders and images are retained for 30 days. All depot delivery vehicles will be solid sided. Delivery driver vehicle security instructions will be refreshed and delivered as part of the communications plan associated with The Authority's programmes.

Hub Handling Process

Once the trailers dispatched from the Collation Provider arrive at the Parcelforce Worldwide National hub location in Coventry, the trailers are directed to a secure area within our international hub yard (a bonded site), located next to our security gatehouse under CCTV coverage with the rear of the trailer towards the separation walkway between the national and international hubs; the walkway and yard are separated by high level security fencing. This enables the security team to monitor the trailers and load access from the walkway. The trailer serial number and load seal are checked and recorded with the information, arrival time and trailer location passed back to the account team and key stake holders.

On the pre-determined date, the trailers identified from the plan will be moved from the secure parking location to the national hub for crossdocking purpose. This process takes place outside of normal hub operation times, providing a sterile environment, with a dedicated team supported by the account team. A supervisor will check and confirm that the seal and trailer number align to the load notification plan. Each pallet is then removed from the trailer, scanned with a hub acceptance event and the consignment number checked to ensure compliance to the load plan. Once completed the pallets are aligned within the central element of the hub, once the trailers have all been unloaded the supervisor will identify the intended outfeed location for each of the pallets, the pallets are then located at each of the respective depot outfeed locations in preparation for loading to the rearmost part of the first scheduled outbound trailer prior to the dispatch time. Once pallets are loaded they are each scanned with a further processing scan event. Confirmation of processing and supporting information will be passed to the account team. Dispatches from the hub are planned to arrive into the delivery depots to meet the delivery plan defined by the account team (e.g. the next working day after acceptance into the hub).

For predetermined locations identified by the account team (e.g. Isle of Wight, Edinburgh, Newport and Carlisle) due to either estimated late arrival into depot or low volumes. These pallets will be broken down at the hub by a dedicated team managed by The Account Team. All items will have two scanning events applied and will then be reconciled to the pre-advice data provided by the collation provider to ensure that all items are accounted for before being placed onto the respective outbound depot trailers. This will complete the reconciliation process of these items in isolation at the hub location.

Reconciliation process

Parcelforce Worldwide undertakes to ensure that all pallets collected from the Collation Provider and injected into the Parcelforce Worldwide network will be afforded full traceability via the scanning process and that we are committed to maintaining the integrity of the pallets whilst being routed through our network. Any pallets that incur accidental damage during transit will be identified and feedback provided to the client in a timely manner. The damage will be assessed and managed in conjunction with the client and the incident uploaded to the Logistics Incident Log (LIL).

On arrival into depots, packages contained on pallets will be subject to a rigorous reconciliation process. As the NCA materials will be received into the delivery depot on the first scheduled trailer, at the tail end, this will be the first items handled within the depot, in effect be managed in a sterile environment.

Each depot will be responsible for conducting a pallet count to ensure that the count aligns with the pre-advice information provided by the account team. The depot team will then break down each pallet in turn whilst on the trailer, placing each individual package onto the boom conveyor where they will be scanned at the top of the boom followed by a further scan at the bottom of the boom. The depot team will then rebuild the pallet in a separate container and set it aside until the entire NCA materials have been unloaded from the trailer. This operation is conducted inside the depot environment. Once completed, the supervisor will contact the centrally located account team, who will be available throughout the night, in order to request authorisation to proceed. The account team will undertake checks to verify that every item allocated to that depot has been accounted for, using the pre-advice data provided by the Collation Partner. The reason for scanning the items twice is to minimise the risk of a missed scan event. Should there be any shortfall identified, the account team will notify the pallet number that the items was aligned with. The depot team will be requested to rescan every item contained within that defined pallet/container. Should the item/s not be located, the entire pallet/container will be sealed and quarantined. The account team will raise the variance with the Authority and Collation Provider during working hours and record the incident on the Logistics Incident Log.

Once all items have been successfully reconciled the depot teams will be instructed to scan all the items to route ready for delivery. The status of the reconciliation process will be reflected on that day's MI provided at 09:00 to The Authority. The reconciliation process will be completed within twelve hours of the depot's scheduled trailer departure from the hub.

Delivery Process

Once the reconciliation process has been completed as agreed by the account team, the packages will be sorted to the individual delivery routes according to the postcode and delivery destination, packages will be scanned as tracked to route, packages are then loaded to the delivery vehicle in readiness to leave the depot.

Drivers will be briefed to attempt delivery of NCA items within school hours and to the main reception area. At the point of delivery the driver will hand the package/s to the reception point, input the name of the individual accepting the package/s and request that the recipient provides a signature on the drivers handheld device. A delivery attempt will be made within twenty four hours of leaving the hub.

Closedown Process

Parcelforce Worldwide will provide a closedown process on the due delivery day for each distribution phase. The examinations helpdesk team will each be allocated a set number of depots to liaise with throughout the latter part of the day. Their role will be to ascertain the closing status of each and every package from that days dispatch. The available information will be uploaded to an internal reporting facility which feeds into the Management Information solution generated by the account team and passed to the Authority at 21.00 or as soon as the process has been completed. An allocated member of the Exam Helpdesk team, in conjunction with the account team, will continue to monitor the status of all unsuccessful packages from the due delivery date and all subsequent days until full closure is achieved. This process will be replicated for each dispatch date.

b) Please describe how you will provide a same day delivery service to ensure Key Stage 2 (KS2) materials can be delivered to any English schools within 3

(three) hours of the Authority notifying the Potential Provider during the KS2 test window;

Parcelforce Worldwide will nominate eight strategically located depots across England to ensure that we can collect and deliver within the required three hour time window. A delivery or operations manager will be nominated to act as a dedicated responsible individual at each of the nominated sites to handle the packs/boxes. The individual will be provided with a brief that explains the processes that they will need to follow. These procedures consist of accepting the packages from the Authority prior to NCA test week and reconciling the packages against the pre-advice provided by the account team; this will take place within the nominated depot upon receipt of a pallet from the hub. Once reconciled (amount of box numbers per box type {e.g. 5 of Box A, 10 of Box B}), they will be scanned, signed for and placed in the secure cage area within the depot. They will be held securely until contacted by the account team.

During NCA test week and upon instruction received from The Authority of a Same Day pick and pack dispatch requirement, The Account Team will notify the relevant nominated individual at the appropriately located strategic depot. This individual will be provided with a pick list of items to be selected from the packages held within the secure area of the depot. These items will then be packaged & labelled for delivery to the requested centre address. The delivery will be actioned by either Parcelforce Worldwide red fleet or Royal Mail Sameday Vehicles, a delivery confirmation will be acquired and this information will be provided to The Authority. Records will be kept of any requests for packs to be sent out so that appropriate stock checks can be made. All remaining packs are returned to the Collation Provider once notified by the Authority to do so.

c) Please describe how you will ensure effective integration of systems with the Authority's NCA test materials Collation Provider to facilitate their production of address labels and to share test materials package-tracking information;

The Parcelforce Worldwide Customer Solutions team will guide and support clients to produce labels that are compliant with the published Parcelforce Worldwide specifications. There will be a two-stage process applied to ensure that the labels are correct;

Stage 1 - The Collation Provider will supply pre-advice and electronic versions of labels to Parcelforce via email. The supplied data sample must consist of a minimum of 15 consignments covering both domestic and international shipments (if applicable), and must demonstrate use of all Parcelforce services that have been agreed with The Authority. The supplied test sample must contain a mixture of delivery postcode formats, and must demonstrate the Collation Provider's ability to manage assigned number ranges correctly.

The Parcelforce Worldwide Customer Solutions team will assess the conformance of the pre-advice and label format according to the supplied specifications. Where there are changes required, additional test packs must be submitted once those changes have been made by the Awarding Organisation.

Stage 2 - Once the Parcelforce Worldwide Customer Solutions team have confirmed that the pre-advice and labels conform to Parcelforce Worldwide specifications, the Awarding Organisation is required to provide a final test pack that will contain a physical version of labels printed on the equipment to be used in the clients' production environment.

Tracking will be provided to the Collation Provider in a predefined format and they will be supplied with the full specifications for this data.

d) Please describe the process you will use to manage packages that cannot be delivered.

Where a Parcelforce Worldwide driver is unable to deliver an exam package to the intended school, the driver will scan the item's barcode to indicate the attempted delivery status of the item; the driver will complete an attempted delivery card to notify the recipient of an attempted delivery. Please note that under this specific contract we will only deliver to the school specified on the address label due to the sensitive nature of the live examination papers. The driver will return the examination package back to the delivery depot to be held in a secure area awaiting a further scheduled delivery attempt (Monday to Friday). In addition to this, a member of the examinations helpdesk will contact their assigned depots to confirm the status of all nondelivered items. This information is then entered into the Parcelforce Worldwide Management Information database. The package will receive further delivery attempts as instructed by the account team influenced by feedback received from the authority. The status of all items will be reflected within the daily Management Information reports provided to the Authority.

e) Please describe how you will deal with volumes on the scale outlined within Section 10 of Appendix B – Statement of Requirements, and how you will ensure successful delivery based on the delivery periods.

Volume and Resource Planning

At the end of each NCA programme, the account team will review performance and incorporate any lessons learnt into future NCA programme planning activities. Planning will commence at least three months prior to programme commencement and intensifies as we reach the individual programmes. The defined stakeholders within the business (e.g. operations management, hub teams, transport network and security), together with input from the Authority, will be engaged to support and deliver the programme objectives. This process will enable Parcelforce Worldwide to define and align the appropriate levels of resource required to deliver against the forecasted volumes whilst taking into consideration our network capacity requirements. In preparation for the three NCA programmes, regular meetings with all relevant departments within Parcelforce Worldwide, the Authority and the Collation Provider are held to ensure that robust plans are in place and that the programme deployment remains on track.

Parcelforce Worldwide will engage with the Collation Provider to agree methods of working and define preferred communication channels. Parcelforce Worldwide will provide a commitment to the Authority to deliver the volumes defined in Annex B within the timescales specified and in cooperation with the Collation Provider and the Authority.

Please describe your organisation's Helpdesk, Systems and Booking processes.

a) Please describe the helpdesk facility you will implement for this service, including the experience of staff responsible for handling calls, how you will ensure they are adequately trained and how you will deal with call peaks such as over the summer period;

Parcellforce Worldwide have invested in providing a dedicated Helpdesk to serve and support our education based client accounts, this is an established facility located within our Head Office in Milton Keynes. In terms of the telephony systems, New Voice Media's 'Contact World' platform is used, offering customer contact technology as a cloud service by connecting customers through existing telephone infrastructures and then using the internet to pass along previously collected client information to agents. Cloud contact centres are rapidly deployed and resources are provisioned and ready to go. The cloud has a massive data centre meaning MIS is readily available and changes are in real time. Also, as everything is in the cloud there are reduced issues with business continuity and upgrades are implemented in the cloud so are available to all customers immediately. The core team consists of five long term established staff members who possess a wealth of education helpdesk knowledge and experience of our existing education clients; they will receive regular refresher training on all of our in-house systems and relevant information so that they can continue to provide a high level of expertise to examination clients. In preparation for peak periods, additional team members will be recruited and will undergo a thorough two week induction programme. The induction training will consist of everything pertinent to the examination contract as well as business requirements, standards and systems; this training programme will be managed and overseen by the team leader, who has eleven years' experience running the helpdesk. Any new members of the team will work alongside the established core team members and receive one to one support after the induction period. In addition to the induction training, the new team members will receive an advisor information pack and hard copies of the training material so that they can review the material at any time.

To demonstrate the level of performance provided by the Exams Helpdesk, the Call waiting times for the Yellow Label Service during the Summer series in 2017 was on average 5.84 seconds with a grade of service provided of 99.5%. All calls and enquiries will be logged on our internal enquiry solution "Resolve" to provide a useful historic database of centre enquiries and issues that can be reviewed at the end of any series or prior to any future series commencement. The workload will be monitored by the team leader to ensure that high service levels are achieved consistently across all programmes. The relationship between the exams officers and our helpdesk enables us to support any new to role exams officers who often call the desk for support and guidance.

The helpdesk will be available from 8am-6pm Mon to Fri and will be sufficiently resourced at all times, especially during peak periods that will be established from the supplied forecast data, to ensure that we achieve and exceed the call centre KPIs. Resource planning ensures that all lunch and break times are evenly distributed throughout the day and that outbound calls to depots will be aligned to quieter periods during the day so as not to adversely impact upon incoming calls. Contact with the PFW examinations helpdesk will predominately be through a direct telephone number but access can also be made via Live Chat and email.

b) Please describe your proposed method for providing centres with a means to book collections including via an online / onscreen digital service and via a service helpdesk;

A dedicated online collection solution has been specifically designed for the Examination Centres/Examination Officers. The URL will be provided to the Authority and the Awarding Organisations to share with examination centres

through their communication channels. The site will be hosted on Parcelforce Worldwide's web pages. This solution offers examination centres a simple and efficient process to arrange for a Parcelforce Worldwide driver to call at the requested address on the date and time window specified to facilitate the collection of their examination packages. The online solution is predominantly for sites that will have less than 3 collections (ad-hoc) per week but any centre can use it if required. The following URL (<https://www.parcelforce.com/education/dfc>) will be provided for all examination centres.

The screenshot shows the Parcelforce Worldwide website interface. At the top, there is a red navigation bar with the Parcelforce Worldwide logo on the left and links for 'Live Service Updates', 'Contact Us', 'Login/Register', and a search bar. Below the navigation bar, there are four tabs: 'Sending a parcel', 'Receiving a parcel', 'Help and advice', and 'Business Parcels'. The main content area is titled 'Welcome to our education pages for the Department for Education' and features a banner image of a diverse group of students. Below the banner, there is a welcome message and a list of useful information links. On the right side, there is a sidebar with three utility tools: 'Track your parcel' (with a tracking number input field and a 'Track Item' button), 'Depot finder', 'Postcode finder', and 'Post Office finder'. The 'Useful Information' section includes links for 'Latest news', 'Service guides', 'Dispatch of exam scripts guide', 'Yellow label service checklists (pdf)', 'Useful contacts', 'Your feedback', and 'About us'. There are also buttons for 'Useful Information' and 'Arrange Online'.

A collection can be arranged by selecting the appropriate links as seen in the above screenshot; other useful information is also provided within these pages, such as information relating to forthcoming examination programmes and a contact number to the Parcelforce Worldwide Examination Helpdesk.

A collection screen will appear after the user chooses the 'Arrange online' link where they will be required to provide a Centre Reference and the applicable Postcode for that Centre Reference. The individual arranging the collection will need to supply an e-mail address, name and phone number as well as the number of parcels and dispatch options once the Centre Reference has been validated to the Postcode. A collection confirmation reference will appear on a pop up screen as well as being e-mailed to the provided email address.

Collection contact details are required should the centre need to be contacted by Parcelforce Worldwide in case of any potential issues.

PARCEL-FORCE
WORLDWIDE

Department for Education

Home Quick quote Send UK Send Worldwide Receiving a parcel My account Help & Information

You can now book your ad-hoc collection on-line. Alternatively, you can call the Parcelforce Worldwide examinations helpdesk on 0344 561 7998. Please note, collections need to be booked at least 24 hours in advance.

You will need to enter your NCN school reference number and your school postcode (format MK7 8LE) into the appropriate fields below to validate your collection address.

Book a Collection

Your Details * Required field Help

* Centre ref

* Postcode

The collection address for centre ref is:

Contact details

* Name

* Phone

* Email

Keep details

Your options * Required field Help

* Number of parcels

Despatch options

When would you like the driver to collect? From: to:

Special instructions

Senders reference

Alternatively, an examinations officer can contact the Examinations Helpdesk through the dedicated telephone number 0344 561 7998 to arrange their collections. The team will request the collection post code and confirmation of the exam programme to determine the appropriate contract and confirm that the centre has the appropriate labels to be affixed to the collection packages. For GQL we will cross reference the centre number against the address provided by the Authority on the National Centre Number database for security purposes. For all other examination collections then the team will also request the collection and delivery details.

For all examination centres defined as scheduled collections (3 exams or more per week during any defined series), Parcelforce Worldwide undertake to contact and arrange a mutually agreed collection time window with all participating centres as defined by the Authority. This activity commences 4 to 6 weeks prior to the commencement date of any defined series, Parcelforce Worldwide will also advise centres of any half term arrangements for collections, to ensure that they have their stationery and have downloaded their dispatch logs (which can be accessed via the Standard and Testing Agency or

Parcelforce Worldwide websites) as well as answering any queries that new to role Examination Officer's may have.

c) Please describe your proposed method for booking GQL scheduled collection timeslots with exam centres via the helpdesk, throughout the summer exam period;

The Authority, upon receipt of the centre entry data (address & type of collection) from The Awarding Organisations, will define which centres are ad-hoc or scheduled. This data will be uploaded onto the Parcelforce Worldwide internal system (Depot Schedule Centre Database). The Parcelforce Worldwide Depots and the Parcelforce Worldwide Examination Helpdesk have access to the 'Depot Scheduled Centre Data' form, which is completed for all GQL scheduled collection centres; the information captured consists of centre name, number, full address, contact name, the individual contacted along with the required time window. Using the provided information and their local geographical knowledge, our local depot teams will make contact with all schedule centres in order to agree a mutually convenient 2 to 3 hour time window in the afternoon to collect GQL packages. This is further supported by The Examinations Helpdesk. Once time windows have been agreed with all depots scheduled centres, the information is entered onto the driver's scheduled collection manifest in order to perform the daily collection. The Examinations Helpdesk will monitor the status and progress of collection bookings, which is reviewed with the exam team on a daily basis via the Depot Scheduled Centre Report and shared with the Authority; should there be any concerns with progress, these will be escalated with the operational area management teams. A key milestone is that all scheduled centres (excluding new additions), will have been contacted and a collection timetable agreed (or had a minimum of 3 attempts at contact), this will be completed and shared with the Authority ahead of the first timetabled examination date.

d) Please describe how you will provide the Authority with the required management information (MI) as outlined in Section 9 of Appendix B – Statement of Requirements to evidence service delivery and quality of service throughout the contract term.

Parcelforce Worldwide commit to complete and share the required RAID Log, which will be shared and reviewed with the Authority during weekly project meetings. Furthermore, Parcelforce Worldwide agree to provide NCA MI data using the templates provided and will be uploaded into the service collaboration portal to meet the requested time frames.

For GQL programmes, Parcelforce Worldwide will discuss and agree with the Authority the appropriate reporting format to be provided on a daily basis, which will cover aspects such as package volume, Quality of Service, helpdesk performance, collection bookings and exceptions during the examination series. These reports will be emailed to the Authority as requested.

Quality of Service - This report is designed to provide a quick overview of the performance against different service streams. It highlights for each week in a period the Quality of Service with a combined period view at the bottom. It contains every item that we have collected and delivered the previous week and what the service level we achieved for the Express 24 contract. This report will be provided on a weekly basis.

Billing Report – This is a bill on collection report. It shows any items that have entered our network and have received an accept scan for the previous working week. This report will be provided on a weekly basis.

Exceptions Report - This is a daily report which advises the current status of parcels due for delivery previous to today's date, this can vary depending on the client. For example, this could be the previous day or two/three days previous. It is a rolling report that will show any exceptions since the start of the exam programmes until the all of the items for that particular exam programme are delivered. Any items that are left on this exception report after 16 working days, these items will then be presented on the LIL (Logistics Incident Log). This report will be provided to the Authority and the Awarding Organisations by 09:30 the following working day.

The Logistics Incident Log – This is a database which contains any information for any items that are outstanding for 16 working days. This is to open a more detailed 3 way discussion between Parcelforce Worldwide, the Authority & the Awarding Organisations. The purpose is to act as an escalation point so that all 3 parties can work together to achieve a satisfactory end resolution and can close off the incident.

Please describe your approach to tracking all packages in transit through the network from collection to delivery.

a) Please describe how you will fully track all completed GQL examination script packages from initial collection from exam centres, at key points within the network, with proof of delivery to the final destination / recipient;

Parcelforce Worldwide's tracking systems are designed to provide our clients with the appropriate level of information required to manage the distribution of all packages within our network. Parcels are tracked at each stage of our UK distribution pipeline from collection through to delivery. Each parcel can receive up to 14 scanning events throughout its journey, providing detailed information and visibility of the status of all packages. All tracking events will be available on the Parcelforce Worldwide website and available within approximately eight minutes of the event taking place. Confirmation of UK delivery and an electronic copy of the addressee's signature are available on-line. This information can be printed free of charge. For international services, our systems are updated at regular intervals during the day with all tracking events. If we are unable to deliver a parcel, the system will record the actions we take on your behalf indicating the location of the package, such as held at the local depot or local Post Office® (where appropriate and inline with contract requirements).

Our drivers are equipped with the latest mobile hand held device technology. Our new Personal Digital Assistants (PDA) use 4G & 3G phone signal, which offers significantly improved performance compared to GPRS when out on the road. The Satellite Navigation functions have been enhanced and they regularly update with the latest road mapping information. The PDA looks like a modern smartphone, features an Android Operating System, improved screen visibility (especially in challenging light conditions) and a Gorilla Screen Glass.

Parcelforce Worldwide have made considerable investment in the development and implementation of its client tracking systems. They provide comprehensive 'Track & Trace' facilities allowing the ability to track the progress of individual parcels through the Parcelforce Worldwide network. Access to the parcel lifecycle tracking data is provided to clients in 2 ways:

1. FTP access to the Parcelforce Worldwide Mailbox to collect tracking data files. Your organisation can choose whether to take these raw data files into their own system for report manipulation, or simply to supplement their order lifecycle information.
2. Alternatively, our clients and end users with consignment numbers are able to access tracking information on the internet at www.parcelforce.com.

b) Please describe how you will provide a mechanism to ensure that all NCA packages are managed securely, are fully tracked and reconciled with the advance tracking information once delivered in to depots, and how you will ensure that all NCA test materials remain secure and confidential until all eligible pupils have completed the relevant test/assessment;

By providing a dedicated account team for examination contracts, we are providing a mechanism by implementing proven and appropriate procedures:

- Communications – Formal communications by way of an Operational Bulletin sent to depot and hub teams defining processes that must be adhered to during NCA programmes.
- On site dispatch support - To ensure conformance to pre-defined load plans, confirmation of dispatch and communication to key stake holders.
- Security – Appropriate utilisation of hard sided ISO tracked vehicles, overnight storage in secure Parcelforce Worldwide location under CCTV and 24/7 manned security observation.
- Hub Handling Processes – Dedicated hub team managed by the account team within a sterile environment, reconciliation and confirmation of load conformance and controlled transfer to designated outbound depot line haul trailers (tail end loaded for the first dispatch).
- Reconciliation Process into the Delivery Depot Environment – Robust reconciliation of packages to pallets for the appropriate depot. Double scanning events will be generated and visible in our tracking solutions to ensure positive scanning compliance. Mandatory 100% compliance to be achieved or pallet containing exceptions to be quarantined and managed by the account team. The entire process will be overseen by the account management team in a live environment.
- Delivery Process – Drivers provided security briefings and reminded of appropriate delivery procedures for examination deliveries into schools.
- Unsuccessful deliveries – These will be managed by the account team with all items held securely within the delivery depot.
- Closedown Process – Robust process undertaken by the examination helpdesk to identify the status of all dispatch items, using the advanced tracking information and supplemented by information provided by the depot teams, which will feed into the Management Information internal reporting process. All exceptions are monitored in conjunction with the Authority until successful completion within the timescales as defined by the Authority.
- Management Information – A detailed report will be provided on the status of all packages within a single dispatch at agreed times with the Authority.

c) Please describe how you will establish links with the NCA Test Materials Collation Provider and the Authority to set up their IT Information Management systems so that they can share securely advance tracking information, and other service data directly.

Tracking information will be supplied to the Collation Provider in a pre-defined format, and will be set up as part of the standard integration process. All data

shared between the Collation Provider and Parcelforce Worldwide will be secured by an sFTP connection. The Collation Provider will be required to supply Parcelforce Worldwide with the relevant public key information during the setup of this connection.

d) How you will investigate and resolve any operational exceptions such as missing packages, should any occur;

The account team will investigate the circumstances of any operational exceptions if any should occur. Operational exceptions can consist of damage, missing package/pallet, misdelivered items, disputed delivery and theft.

1.5. DAMAGE

If at any stage during the processing of NCA/GQL items it is identified that a package has been damaged, the account team will be notified, photographs will be captured and circulated to the account team, who will advise the depot to hold the package securely in the depot. The Authority will be notified and the incident recorded onto the Logistics Incident Log (LiL) system. The Authority and the Parcelforce Worldwide account team will agree the appropriate actions to be taken, which will be communicated to the depot. Communication briefs will be issued prior to any series highlighting the required procedures to be adopted along with Account team contact details.

1.6. MISSING PACKAGE/PALLET

If it is identified that a NCA package or pallet is unaccounted for, the Parcelforce Worldwide incident management team will assess the available information to determine the last recorded location of the identified item within the Parcelforce Worldwide network. Dependent upon that last recorded location, different scenarios will be followed.

If there are no tracking events within the reconciliation data then we will contact the Collation Provider to confirm that they have definitely dispatched the item (e.g. in case a school has withdrawn from a series and the Collation Provider removed the item from the dispatch at short notice).

Where there are tracking events for the individual package available, the account team will focus initial investigations at the last point of scanning (e.g. into the national hub, onto a trailer, to a depot, onto a delivery vehicle). Dependent upon that location and scanning event, the following types of activities may be undertaken (such as conduct a driver interview, retrace the driver's delivery route for that day, vehicle, depot buildings and on the ground searches, trailer and hub searches). The route data will be interrogated and any likely points will be identified for further investigation. We will work our way out from that point to cover all eventualities.

If at any stage a GQL package is identified as unaccounted for in the depot environment the following actions are followed immediately.

- Confirm last scan point
- Full search of the last known location, depot or delivery vehicle, to be conducted
- Retrace the route that the driver will have taken back to the last known confirmation of where the item was last seen.
- Conduct driver interview
- Contact the account team confirming the incident nature, consignment number, address details for the item and driver interviews.
- The account team will escalate in accordance with The Authority incident Management plan and engage the RMG Security Team where appropriate

1.7. ADDRESS ERROR.

If a package is scanned as an address query then either the help desk or account team will contact The Authority/Awarding Organisations via LIL for updated address details. Once new address details have been clarified the package will be scanned back to route for delivery on the next working day.

1.8. MIS-DELIVERED ITEM

If an item is identified as being mis-delivered, then the package would be recovered at the earliest opportunity. Upon return to the delivery depot the package will be inspected with the details being fed back to The Authority/Awarding Organisations through the LIL system. If packaging is intact the item will be scanned to route for delivery on the next working day or appropriate action will be taken in accordance with The Authority instruction.

1.9. STOLEN VEHICLE

Should a vehicle be reported as stolen, then the local depot will escalate to the Royal Mail Group Security Team and contact the Police to report the incident and obtain a relevant crime reference number. An incident report will be completed immediately by the delivery depot manager, where it is identified that examination materials are involved within the incident, the account team will be notified directly and at the earliest possible opportunity. Once it is confirmed that material belonging to the Authority are involved, the incident management plan will be instigated by the account team, the Authority will be advised at the soonest opportunity during working hours in-line with an agreed incident management plan and escalation process. The incident management plan will be documented and include activities such as:

- Incident Management Team established consisting of the account team, Royal Mail Group Security, local depot management team and senior Parcelforce Worldwide manager/director.
- Conference calls convened to review available information and define actions and activities to be undertaken.
- Local liaison with police to be managed by RMG Security.
- On the ground activities (e.g. search of incident area).
- Regular liaison with the Authority to be maintained throughout the incident.

1.10. DISPUTED DELIVERY

Where a disputed delivery is identified, initial checks will be undertaken in relation to the information held against the package number, pre-advice information in order to confirm that the address data is aligned to the intended delivery address. Utilising our full track and trace system and supporting GPS data will enable the account team to check the co-ordinates of where the driver was when the delivery took place, to input the coordinates onto an online map to visually confirm where our driver was in relation to the delivery address, this will in turn allow us to confirm if the driver was at the correct address when the item was signed for. If the above does not resolve the situation the depot management team will be requested to conduct a driver interview on return to the depot. This information will then be shared with the Authority/Awarding Organisation to assist and complete their investigation. If this is not resolved, the incident could be escalated to the RMG Security Team where deemed appropriate whilst further investigations take place.

e) How you will ensure that any packages which require manual sortation as outlined within Section 6.1.1.32(d) of Appendix B – Statement of Requirements will be handled to minimise the risk of losses during the manual sortation process.

The use of containerisation has been identified to minimise the risk of small items entering the mechanised sortation equipment where these items may become more susceptible to potential delay. Furthermore, this ensures that examination packages receive priority treatment and handling within our network.

Any packages identified at the local dispatching depot to be of a thickness of less than 3 cm and weigh less than 0.5kgs will be consolidated, containerised and securely placed at the rear (tail end) of the line haul vehicle/trailer (transit between the local depot and the national hub). This will ensure that these examination items, that are more susceptible to delay, are the first items that are offloaded from the vehicle once it arrives at our distribution hub. These manual items will be taken to the manual handling area within the distribution centre and electronically scanned by an employee to confirm receipt within the distribution hub. In addition to this, the scan will generate a notification to advise the employee which container to place the item into; a container is allocated to each of our 54 delivery depots or a further sortation by a bespoke postcode for each of the Awarding Organisations scanning bureaus. Depot containers will be loaded to the outbound trailers for each of the specified depot destinations and all items for scanning bureaus will be moved to the dedicated boom conveyors allocated for the various Awarding Organisations. At this stage the items for scanning bureaus will be passed over to a dedicated team (during peak programmes) allocated to handle examination dispatches. The team will segregate the items by the respective Awarding Organisations scanning bureau, they will scan the item with a Proof Of Delivery event and further containerise the item onto a pallet, once the pallet has been filled, it will be shrink wrapped securely and loaded to a dedicated outbound trailer (a hard copy of the manifest will be attached to each pallet) that will be routed directly to the Awarding Organisations scanning bureau (dedicated vehicles are used for scanning bureaus).

For items destined to be delivered to a marker's address then the regular delivery process will be employed (e.g. scanned at depot, put onto route etc). Any manual items, which are within an appropriate container, are placed at the rear of the vehicle so that they are prioritised to be the first items to be unloaded once the vehicle arrives at the delivery depot.

Please describe your approach to transition and mobilisation of the contract services.

a) Please describe how you propose to successfully transition the contract whilst delivering the criteria as outlined within Section 6.3 of Appendix B – Statement of Requirements;

As part of any role-out program we would monitor in conjunction with The Authority's operational team how each part of the implementation was proceeding to ensure a smooth transition. The following key areas would be covered:

- I.T integration
- Operational plan covering outbound and returns traffic
- Customer Service
- Back office functions (e.g. invoicing)
- Communication
- Resourcing (an implementation team who will discuss, evaluate, monitor and support the implementation phase as well as the initial Go Live Period. The implementation team member can be onsite when required during the implantation and initial Post Go)

These will be monitored based on the application of the Prince Methodology (level 2) as the role-out will happen with a set of contingency arrangements in place for each area. The measurement of how the program is affecting The Authority's partners will be based on the feedback given and we would welcome the opportunity to present and allay any fears that The Authority's partners may have with any change. Ultimately the end user should see an improvement or no change in the service offered.

The implementation program will need to reflect the requirements of both client and its partners therefore we would amend our proposal depending upon the speed of implementation and work required to integrate systems.

The experience gained in recent year's shows that it's important to provide a dedicated team for this type of program and resource to a level that allows us to respond quickly to all or any events.

Upon notification of contract award, Parcelforce Worldwide's Implementation Team would meet with The Authority's operational team and tailor the Implementation Plan to suit each site's requirements.

1.11. PARCELFORCE WORLDWIDE DRAFT IMPLEMENTATION PLAN – OPERATIONAL

Task	Responsibility
Operational Solution Design and authorisation	
Project Plan Meetings on Client Sites	Parcelforce Worldwide / I T / Client
Agree level of Contract Management	Account Manager/ Client
Agree level of Customer Services to Head of Customer Services	Account Manager / Client / Head of Customer Service
Letter of Intent or Signed Trading Agreement	Account Manager / Client
Produce Operational Plans - Outbound Traffic. Incorporating confirmation of trailer times/cut off times. Loading plans and contingency arrangement	Implementation Manager
Site Visits & Intro's to Local Management	Account Manager / Implementation Manager & Team
Communication of Operational Plans	Parcelforce Worldwide Operations
Client Staff Briefing	Account Manager / Implementation Manager
Selected Client Briefings	Account Manager / Implementation Manager
Agree & Produce S L A	Account Manager / Client
Manage Exit of Existing Carrier / Produce Contingency Plan	Account Manager / Client /Implementation Team
Agree & Map Returns Process	Account Manager / Client /Implementation Team
Produce Operational Plans	Account Manager / Client /Implementation Team
Design & Implement Billing Process	Account Manager / Client /Implementation Team

Design & Implement Claims Process	Client /Implementation Team
Design & Implement Reporting	Client /Implementation Team
Training for Client	Implementation Team

1.12. PARCELFORCE WORLDWIDE DRAFT IMPLEMENTATION PLAN – I.T

Task	Responsibility
Agree interface requirements	IT – Implementation Manager / Client
Provide Client with File & label Specification	IT - Client Interface Team
Design & Agree System Solution	IT / Client
Agree & Sign Off Label Design	IT / Client
Test Systems Application (All Services Inc Saturday)	IT
Ongoing dialogue between PF & Customer Bus. Systems	IT
Ratify & Sign Contract	BDM / Client
Account Plan	BDM (Ready for Handover)
Go Live Dates	All - Coordinated by Implementation Team

As part of any implementation plan the Account Manager along with members of the customer solution team and implementation team would meet with The Authority, The Awarding Organisations and the Collation Provider to establish a working relationship and to plan and execute contract implementation activities; this would be done during the Operational and Design phase with Project Plan Meetings held on the respective client premises. During the initial meetings we would discuss requirements for collection times, customer service support, Information Technology and Management Information.

Section 6.3 of Appendix B – The Potential Provider shall ensure that management systems/processes between the AOs and the Collation Provider are linked to ensure that labels can be printed and advanced tracking information is provided.

Client shipping systems can be dynamically linked to Parcelforce Worldwide systems via Application Programming Interfaces to automatically produce and provide

conformant labels and pre-advice for the client. Parcel tracking information is made available to the client via a Parcelforce Worldwide File Transfer Protocol site, and the clients' system can be set up to access automatically in order to download the latest tracking information for their parcels.

Section 6.3 of Appendix B – The Potential Provider shall test the labels the AOs and Collation Provider print to demonstrate they can apply the correct tracking information and are the correct format for the Potential Provider;

The Customer Solutions team carry out a full and robust implementation plan to ensure that all labels and pre-advice produced by our clients conform to the published specifications, and will facilitate correct processing of the parcels through the Parcelforce Worldwide network. This includes, but is not limited to, carrying out tests on the label content, barcode(s), print quality, scan quality and readability of the alphanumeric content. As these items can then be recognised as they pass through our network, it ensures that all relevant events are captured and communicated to our clients via the standard provision of tracking information.

Section 6.3 of Appendix B – The Potential Provider shall create/supply any supporting documents that the Authority require to publish on Gov.UK, e.g. dispatch log etc.;

Parcelforce Worldwide will design a dispatch log for Exams Officers to access via the Parcelforce Worldwide dedicated examinations pages, the dispatch log will also be made available to the Authority for upload to their web site. Parcelforce Worldwide will maintain the version control of the dispatch log and will be responsible for any amendments required as advised by any of the Awarding Organisations i.e. contact detail changes etc. Parcelforce Worldwide will design and provide a detailed communication package, providing comprehensive information and advice on all aspects of item dispatches. The document will include detail on how to securely package an exams item, the types of packaging should be used and the correct way in which packages should be labelled. The communication will also provide information on how to book and prepare a collection, which includes how to access the online dispatch log. The communication material will be made available for upload on to The Authority and Awarding Organisations web pages and will also be included on the Parcelforce Worldwide examinations dedicated web pages, which will support this contract.

Section 6.3 of Appendix B – The Authority will upload the Potential Provider's depot postcodes to GQLA in the agreed format or amend the system as required and test GQLA outputs e.g. Package Volume report (Series Forecast) and the Depot Report (participating examination centres)

Parcelforce Worldwide will commit to provide The Authority with a spreadsheet detailing a list of all the Parcelforce Worldwide depots that will be involved in supporting this contract. The data provided will also detail the respective postcodes allocated to each of those depots, which may be occasionally updated. Site location details will also be included for the purposes of information share.

Section 6.3 of Appendix B – The Potential Provider shall familiarise themselves with and use the Authorities' Logistics Incident Log (LiL). The Authority will work with the Potential Provider to provide access to this system and to train staff on this system post award

Parcelforce Worldwide agree to work with The Authority in order to suitably access the LiL site and commit to ensure all relevant employees supporting this account will familiarise themselves with the LiL system.

Section 6.3 of Appendix B – The Potential Provider shall build/configure management information reports and provide these to the Authority for signoff

Parcelforce Worldwide commit to work with The Authority to provide suitable Management Information reports that meet the requirements of The Authority in support of the various NCA/GQL programmes.

b) Due to the critical nature of the services in this contract, services must run successfully from Day 1 with no room for error. Please explain how your approach to mobilisation will ensure that the services will run without disruption and any early teething problems will be managed effectively.

An implementation manager will be appointed at the outset, who will oversee the transitional period. Their initial responsibility will be to create an implementation plan and identify any risks and issues to the implementation process. They will monitor the plan to ensure that all key milestones are achieved and escalate any issues or concerns that may delay or cause problems to the implementation plan. The implementation manager will ensure that all of the relevant stakeholders within the business (e.g. account team, customer solutions and customer services) are committed to the design, execution and requirement of the implementation plan at the beginning stage of the process, so that the relevant departments can contribute to the plan and allocate the correct resources to achieve the successful implementation of the programme. Weekly face to face meeting dates will be agreed with all parties to review the relevant aspects of the project; these will move to conference calls whilst the implementation plan is proceeding to schedule.

A Director will be aligned to support the project and receive updates on a regular basis in case there are any specific aspects which require Board Level escalation/sign off.

On completion of the implementation plan, the implementation manager will actively support the client through any teething problems to seek a speedy resolution and escalate any significant issues to the Director if required. Once all parties are satisfied that the implementation has been successfully achieved, then the implementation manager will close the implementation phase and formal handover to the Contract Managers will take place to look after the account, which is normally within 4 to 6 weeks of the Go Live date.

The Customer Solutions team will implement an Early Life Support (ELS) phase immediately following go-live.

This typically consists of:

- Attendance on site at the Awarding Organisation on day 1 to scan the labels in the production environment, ensuring that the production labels are still compliant
- Daily ELS calls with the Awarding Organisation to discuss any issues
- Close monitoring of data transfers to ensure items are being pre-advised and tracking information is being provided to the Awarding Organisation

Please describe the experience of your proposed Account Team who will be responsible for managing this contract on behalf of the Authority.

a) Please describe your proposed organisation structure detailing the roles and experience of the relevant personnel who will ensure successful delivery and mitigate any risks to ensure a successful delivery of the Authority's requirements;

One of our major strengths is the in-depth support that Parcelforce Worldwide offers to its major clients. We will utilise a number of highly experienced staff members to fulfil the role of the account team. The key roles within the account team consist of the Account Director, Head of Contract Management, Contract Managers, Examinations Desk Manager, Examinations Team Manager, Examinations Project Manager. The aforementioned roles cover customer services, collection and delivery operational planning & processes, day to day support for the account, internal communication and the provision of Management Information; these individuals and roles are classed as key personnel to enable the smooth running of the contract so that we can successfully deliver the Authority's requirements and manage and mitigate identifiable risks.

Account Director – Will hold overall responsibility for ensuring that the project achieves the key milestones whilst maintaining and cultivating the commercial relationship with the client. This individual has 7 years' experience within the education sector and 29 years within Parcelforce Worldwide.

Head of Contract Management – Will provide the operational interface between Parcelforce Worldwide and the Authority. This role has overall responsibility for liaising with the key stake holders within Parcelforce Worldwide, to manage volume planning, key activities and risk management. This individual has 10 years' experience within the education sector and 12 years within Parcelforce Worldwide.

Communication and Planning Manager – Responsible for delivering a multichannel communication strategy to ensure that we communicate the appropriate themes and messages, tailored to the intended audience (e.g. senior managers or front line staff). This role will also provide an essential process in analysing and providing volume data to the key stakeholders within Parcelforce Worldwide to aid resource planning; this information will also be shared with the Authority. The individual has 15 years' experience within the education sector and 23 years within Parcelforce Worldwide.

Contract Manager – Will be responsible for the ongoing day to day operational support of the account. Your Contract Manager will be available for any ad-hoc meeting requests or as part of our monthly review programme. In addition, your Contract Manager will provide Management Information in the agreed format, which includes parcel information, Quality of Service and billing reports and will act as a daily liaison between the Authority, Awarding Organisations and Parcelforce Worldwide. This individual has 10 years' experience within the education sector and 18 years within Parcelforce Worldwide.

Exams Desk Manager – Has overall responsibility for managing a dedicated team of individuals that will provide support to centres who raise enquiries and manage booking requests raised on behalf of the GQL programme. Furthermore, the Exam Desk Manager will act as an escalation point for any enquiries that the Examination Helpdesk Team escalate. This individual has 12 years' experience within the education sector and 15 years within Parcelforce Worldwide.

Exams Project Manager – This role will be fulfilled by an experienced operational manager who brings with him a wealth of depot operational experience and knowledge. The individual will be seconded for a fixed period of time to provide dedicated operational support and management of key educational programmes and activities. The secondment will be for a minimum period of six months. This individual has 3 years' experience within the education sector and 34 years within Parcelforce Worldwide.

b) Please describe how you will ensure that each depot and the relevant points of contact understand the requirements for handling the Authority's packages, and how drivers and other staff will be clear on the specifics of the Authority's requirements.

Parcelforce Worldwide account team will ensure that a full suite of internal communications will be created and cascaded in a timely and appropriate manner to the relevant operational teams within the business, selecting the relevant channel most appropriate for the target audience. The intended audience will include depot and hub frontline colleagues, helpdesk colleagues, operators, depot, hub and senior management teams. This will ensure that all of the key messages and the correct operational procedures defined by the account team are fully documented and distributed to all teams within Parcelforce Worldwide.

The internal communications will consist of the following:

- Educational Material – Professionally produced themed campaign material, which captures the essence of our core educational themes and messages, in the form of driver pocket guides, posters and an animated video loop (displayed on plasma screens located in every unit).
- Operational Bulletins – Formally documents the operational procedures that need to be adhered to for the respective contract, provides guidance and escalation points of contact.
- Work Time Listening & Learning Sessions – These are business wide weekly information forums and process briefings for all of our frontline teams.
- E-xpress – A broad ranging official internal weekly communication email channel for the business to relay important information to all employees within our business.
- Dedicated Exam Webpages – Intranet webpage that hosts examination information and processes, this provides advice and guidance.
- Educational Roadshows – The account team meets with and engages with the Regional Management Teams to discuss, emphasise and promote educational contracts.

The Exams Communication Manager will produce a planning matrix to define the level, content and timing of the distribution of internal communications and material relating to the education sector.

Operational bulletins will be transmitted to all depot, hub and customer service management teams, including senior management teams. The operational bulletin will outline very clearly what will be required by Parcelforce Worldwide when handling the Awarding Organisations packages through the entire journey, from collection through to processing and to a successful delivery. In terms of the Parcelforce Worldwide front-line teams, weekly Work Time Listening & Learning sessions will be held in local depot and units and it is in these meetings where our front-line colleagues will be briefed on operational procedures. Depot and hub briefs focussing solely on this exams contract will be cascaded through a number of these sessions in the run up and during an exam programme, reiterating the key messages already communicated to managers in the operations bulletins. These briefings will have a strong focus on the correct collection and delivery processes and procedures to be followed at all times, without exception, and will also place a strong emphasis on the importance of security.

Parcelforce Worldwide have adopted the use of a vibrant shade of the colour yellow and this is widely recognised throughout the business as being related to examinations material (e.g. Awarding Organisations using the colour yellow on the design of their labels).

To further support the colleague briefings, additional internal marketing material will be professionally designed and created to supplement the briefings – this material will include the use of the vibrant yellow colour within the theme, easily enabling depot colleagues to make the connection to exams. The material will include a full colour laminated eight-page driver pocket

guide designed to act as a handy prompt for drivers when they are out on the road making their collection and deliveries. The pocket guide will remind drivers of the key collection and delivery processes to follow at all times. The pocket guide will also include the Parcelforce Worldwide dedicate Examinations Helpdesk telephone number should any Centres require it. To supplement the pocket guide and further aid the promotion of exams to our depot, hub and customer service colleagues, we will also design a yellow pen which will carry our exams strapline: 'Ensure our children's future is safe in your hands'. The pen will also have the Parcelforce Worldwide dedicate Examinations Helpdesk telephone number. Both the eight-page pocket guide and the pen will be used as hand-outs at the briefing. The images and key messages from our eight-page driver pocket guide will also be replicated as posters, together with a video storyboard broadcast across plasma screens located in all of our units, further embedding those key messages.

Other material which will further support our internal communications strategy is our bi-monthly full colour glossy magazine which is sent to all employees' home addresses. The magazine will focus on upcoming activity within the business and also celebrates good news stories, the account team utilise this medium to promote the education sector before, during and after the defined key programmes. In order to complete the multichannel communication programme, we also harness two electronic communications channels, which are 'E-xpress'(a weekly email summary update with bite size chunks of information) as well as our 'Intranet' which is our own internal web site with sharepoint sites (containing a dedicated education exam page providing advice and information) to cascade information.

In order to ensure our dedicated Parcelforce Worldwide Examinations Team are fully aware of the customer service processes related to this contract, a comprehensive induction training pack will be put together to coach advisors who will work on the helpdesk. Training of new team members will include one week of classroom based training and one week sitting with one of our experience advisors to learn 'on-the-job' and enable them to familiarise themselves with our systems.

c) Please describe details of your escalation process specifically relating to this contract, to include details of senior representatives and issue resolution processes covering all aspects of service delivery.

Parcelforce Worldwide will adopt a rigorous escalation process to reflect the sensitive nature of the Authority's material. It will consist of different tiers of escalation levels and separate category incidents.

The different escalation tiers will consist of the following representatives:

Escalation Level	Parcelforce Worldwide Representatives
Tier One	Exam Helpdesk Team and Contact Managers.
Tier Two	Project Manager, Head of Contract Management and Account Director

Tier Three	Royal Mail Group Security and Head of Quality & Customer Response
Tier Four	Senior Director and/or Managing Director

The separate incidents will be categorised as follows:

Incident Level	Escalation Level	Nature of the incident
Category One	Tier One with support from Tier Two if required	Collection issues, damaged items (contents not exposed), address issues and unable to deliver.
Category Two	Tier Two with support from Tier Three if required	Damaged items (contents exposed), misdelivered items, delayed items and missorts.
Category Three	Tier Three with support from Tier Two and escalation to Tier Four if required	Stolen vehicle which contains GQL and/or NCA materials or confirmed missing package.

The above tables demonstrate that Tier One representatives consist of the Exam Helpdesk Team and the Contract Managers and will deal with Category One incidents. We envisage that 98% of incidents will be handled by these individuals. Tier Two personnel will deal with Category Two incidents and also provide support if a lower level incident cannot be satisfactorily resolved. Tier Three personnel will deal with Category Three incidents and also provide support if a Category Two incident cannot be satisfactorily resolved. Tier Four personnel will deal with Category Three incidents if a Tier Three individual requests it.

Once an Awarding Organisation, Parcelforce Worldwide or the Authority identifies a noncompliant incident, it will be logged onto the Logistics Incident Log (LIL), categorised to engage the appropriate personnel at the respective escalation level. All parties will discuss the incident, agree action plans and decide information share/status and update timescales. A decision will be made during the incident where all parties agree that the incident is satisfactorily closed or if the incident requires further actions. LIL will be updated accordingly and if the incident is not satisfactorily resolved then representatives from the next escalation tier will be involved within the incident process to provide support to resolve the issue. This

process will carry on through each escalation stage with Tier Four being the ultimate escalation level.

Category One incidents involving the Parcelforce Worldwide Examination's Helpdesk will be investigated in the following manner:

Stage 1 - In the first instance, Parcelforce Worldwide will log all enquiries onto their internal system called Resolve. This is a messaging system as well as an enquiry logging system. The enquiry is then automatically redirected to the relevant depot in order for them to investigate and respond. In the majority of cases, the depot will resolve the issue and the enquiry will then be successfully closed off the system.

Stage 2 - If a resolution cannot be established, the Parcelforce Worldwide helpdesk advisor will escalate the enquiry by making direct contact via telephone or email with the relevant manager at the Parcelforce Worldwide depot. This will be either the collections manager or the delivery manager.

Stage 3 - If there is no satisfactory action within a reasonable timeframe, the enquiry will be escalated to the account team and the depot operations manager. In the unlikely event a query is not resolved at this point; Parcelforce Worldwide will involve the Area Operations Manager and ultimately the Regional Operations Manager.

At all points throughout the escalations process, Parcelforce Worldwide will ensure the customer is informed of progress until a satisfactory outcome is achieved. Parcelforce Worldwide will also record on the Resolve system, precise details of activity from the start of the enquiry until a satisfactory conclusion is reached, so that any advisor – or the team leader - can access the enquiry to follow progress until the matter is fully complete.

Please describe your business continuity plan detailing how you will ensure continued service in a variety of situations that could affect delivery of the service as outlined within Appendix B – Statement of Requirements.

a) Please describe your understanding and how you propose to mitigate against the principle risks highlighted within section 3.1.5 of Appendix B – Statement of Requirements;

Section 3.1.5 of Appendix B - For whatever reason, GQ exam scripts are not collected from exam centres and delivered to scanning bureaus or markers in a timely manner, resulting in delays to marking and returning of results to AOs, and therefore resulting in delays of returning exam results to students; and/or

The Authority, upon receipt of the centre entry data (address & type of collection) from The Awarding Organisations, stipulates which centres are ad-hoc or scheduled. This data is uploaded onto PFW internal system (Depot Schedule Centre Database). This is in order for depots, using local geographical knowledge, to make contact with all schedule centres in order to agree a mutually convenient 2 to 3 hour window to collect the packages, applying local knowledge to the collection. This is further supported by The Examinations Helpdesk. Once time

windows have been agreed with all depots scheduled centres, the information is entered onto the driver's scheduled collection manifest in order to perform the daily collection. The Examination Helpdesk will monitor the status and progress of collection bookings, which is reviewed with the account team, should there be any concerns with progress, they will be escalated with the operational area management teams. A key milestone is that all scheduled centres (excluding new additions), have been contacted and a collection timetable agreed (or had a minimum of 3 attempts at contacts), this will be completed and shared with the Authority ahead of the first timetabled exam.

Upon commencement of a scheduled series, collections from centres will be monitored by the respective local depot through the driver debrief process. Where unplanned service exceptions are identified (e.g. localised activities that can cause potential disruption), the examinations helpdesk will contact potentially affected centres to warn or advise of possible disruption of service and apprise the relevant security steps to be taken in this event. Alternatively, they could take their packages to an identified Express Post Office Branch or their local Parcelforce Worldwide depot (secure locations).

In the event of a reported non collection being raised with the helpdesk or depot, we will log the incident onto the Resolve System in order for this to be fully investigated with the local depot. We will also proactively interrogate our internal systems to determine driver activity and cross reference the information provided by the centres regarding labels and packages.

Section 3.1.5 of Appendix B - Accidental or malicious loss of collected student scripts during transit from centres to markers results in students not being credited for their work, resulting in them not being awarded the (right or appropriate) qualification, or having to re-sit their exam/s, and/or resubmit their course work etc.

We use an enhanced vetting process for all new permanent, sub-contracted and agency staff, which exceeds UK Government recommendations. Current employees who have been charged, summoned or convicted must notify their line manager and Royal Mail Group is on the notifiable occupation scheme (category 2). If an employee is convicted, we are notified of the offences and conviction. We investigate and prosecute anyone suspected of crime, and successfully recover losses (Proceeds of Crime Act 2000). With respect to leavers, we ensure the return of ID badges, access cards, keys etc, and the removal of systems access. Leavers are required to sign the Official Secrets Act. Staff turnover rates are less than half the industry average, meaning more long-term, loyal and trustworthy employees.

High standards of vehicle and site security will also mitigate risks. We use secure vehicles with solid tops, hard sides, anti theft devices and seals, with numbers on trailer tops to support Police tracking. With respect to our sites, our hub features include BS1728 perimeter fencing, external lighting, security patrols, CCTV and guarded access points operating 24/7/365. Access is by electronic photo ID with barrier controlled vehicle access and CCTV covers all docking doors, providing evidential quality images. Regulated by the Department for Transport (DfT), our Hub meets stringent requirements for aviation security, and is subject to regular inspection internally, and by the DfT. Our depots are alarmed and remotely monitored. CCTV is in place in some depots and being rolled out to others. Access is controlled and photo ID is required to be visible at all times; all sites operate random security checks – stop and search (vans and people) as standard.

Our comprehensive communication package raises the profile of examination material with our people focusing on key dates and appropriate processes to be

followed. Detailed operational information will be sent to all senior depot managers to ensure that all depots are aware and adhere to agreed standard operating procedures that are specific to the examination sector.

Section 3.1.5 of Appendix B - Because of a mistake at point of dispatch the right NCA test materials are not delivered to participating schools on time and/or in the correct quantities resulting in pupils not being able to take or complete the tests when they are scheduled; and/or,

In the scenario where it was identified that the incorrect or insufficient contents had been packaged at point of dispatch, Parcelforce Worldwide have designed a bespoke Sameday solution, where 8 nominated depots across England will hold reserve materials in a secure area within the depot, which can be accessed and dispatched to any school in England for delivery within 3 hours of instruction.

Prior to any series commencement we will engage and liaise with the Collation Partner providing them with the latest postcodes aligned to the depots. The Collation Partner will provide a breakdown of the volume by depot as a total volume across the series. The account team, working in conjunction with the Collation Partner, will agree a dispatch programme (i.e. the number of pallets to be dispatched on a daily basis). Once agreed the account team will draw up detail plans of the number of pallets to be dispatched to each of the depots on each day; this level of detail will include which pallets will be aligned to each trailer dispatch. This information will be shared with the network and depot management teams to ensure agreement and secure resource commitment to achieve the plan. The account team, having detailed the pallet plans aligned to each trailer dispatch, along with a defined departure and arrival time from the collation partner then liaise with our network teams to schedule the respective trailer allocations. The trailer schedule plans are also shared and agreed with the collation partner so that they can adhere to the schedule and have resource available to meet this commitment.

Parcelforce Worldwide will commit to having two members on site on the days of dispatch to facilitate the dispatch programme; ensuring compliance with the load plan is achieved. Additionally to this, the account team will have nominated individuals located at the National Hub to oversee and confirm acceptance of the relevant trailers from the Collation Partner.

Section 3.1.5 of Appendix B - Accidental or malicious loss of test materials in transit, results in the early or unauthorised public disclosure of test content, which could result in the validity and reliability of tests being compromised.

We use an enhanced vetting process for all new permanent, sub-contracted and agency staff, which exceeds UK Government recommendations. We have zero tolerance to crime, an active prosecution policy and whistleblowing is actively encouraged. Current employees who have been charged, summoned or convicted must notify their line manager and Royal Mail Group is on the notifiable occupation scheme (category 2). If an employee is convicted, we are notified of the offences and conviction. We investigate and prosecute anyone suspected of crime, and successfully recover losses (Proceeds of Crime Act 2000). With respect to leavers, we ensure the return of ID badges, access cards, keys etc, and the removal of systems access. Leavers are required to sign the Official Secrets Act. Staff turnover rates are less than half the industry average, meaning more long-term, loyal and trustworthy employees.

High standards of vehicle and site security will also mitigate risks. We use secure vehicles with solid tops, hard sides, anti theft devices and seals, with numbers on

trailer tops to support Police tracking. Our trailers go direct to Hub, with no unscheduled stops en-route. We complete dynamic risk assessment with appropriate enhancements, such as extra tracking, geo-fenced routes, security escorts and more robust trailer seals. With respect to our sites, our hub features include BS1728 perimeter fencing, external lighting, security patrols, CCTV and guarded access points operating 24/7/365. Access is by electronic photo ID with barrier controlled vehicle access and CCTV covers all docking doors, providing evidential quality images. Regulated by the Department for Transport (DfT), our Hub meets stringent requirements for aviation security, and is subject to regular inspection internally, and by the DfT. Our depots are alarmed and remotely monitored. CCTV is in place in some depots and being rolled out to others. Access is controlled and photo ID is required to be visible at all times; all sites operate random security checks – stop and search (vans and people) as standard.

Our comprehensive communication package raises the profile of examination material with our people focusing on key dates and appropriate processes to be followed. Detailed operational information will be sent to all senior depot managers to ensure that all depots are aware and adhere to agreed standard operating procedures that are specific to the examination sector (e.g. the reconciliation process and the close down process).

The comprehensive close down process and robust reconciliation process proactively identify noncompliant incidents and missing material at an earlier stage of the package's journey; these extra checkpoints and processes reduce risk and increase the probability of successfully resolving any issues. Furthermore, the advanced data from our tracking systems (up to 14 scans) and GPS data from our handheld devices alleviate the risk as well as enhancing the efficiency of locating missing scripts.

When it is identified that a NCA item is unaccounted for we will review our reconciliation information so that we can identify the last known location. Dependent upon that last known location, activities detailed within the incident management plan will be instigated. If there are no tracking events within the reconciliation data then we will contact the Collation Partner to confirm that they have definitely dispatched the item (e.g. in case a school has pulled out of an exam so the Collation Partner didn't send it or there is damage etc).

b) Please describe your organisations Business Continuity / Disaster Recovery process, highlighting when the plan will be invoked, how you will mitigate any risks to the delivery of the requirement and what measure's will be put in place upon resumption of the service to mitigate any future occurrences.

Royal Mail Group Centre and management set business continuity policy, process standards and procedures where necessary. Continuity arrangements are managed either directly or via third party service providers with the key objective of providing quality assured solutions. Plans are reviewed on an ongoing basis, updated where required and tested.

Defined events have been identified via a risk management team and contingency plans developed for these potential interruptions to services. Each business unit has a BCM Coordinator who together with the appropriate functional managers develops updates and deploys unit plans.

In recognition that every circumstance is different, plans are adapted with daily co-ordination to services. This is the responsibility of a Business Protection Team who:

- Call upon a Centre Control unit; open 24 hours per day, 365 days per week..
- Set our priorities and policy to be followed at national, regional and local levels.
- Draw up national plans when faced with new scenarios (e.g. the fuel shortage).
- Provide timely communication internally and externally of the actions being taken to manage the crisis/disruption.
- Input into the standard plans to ensure that any feedback from their operation is taken into consideration.
- We have a range of contingency plans that deal with problems affecting the core networks.

1.13. THE NETWORK

The entire network structure underpins our Contingency Plans. The networks are controlled and monitored by a 24/7 central control enabling drivers to be diverted away from problem areas. Drivers can report accidents, emergencies or breakdowns to those control centres by freephone or in cab communication links. Services are normally back on the road through repair or replacement within the hour.

1.14. ACROSS OUR NETWORK:

- All site managers are trained to deal with suspect packages, bomb threats, hostage situations, power losses and oil or fuel pollution, using the “Stay Calm” manual
- Expert 24/7 support is provided from Central Postal Control and our Business Protection team.
- We have well-developed plans for bad weather, loss of IT systems, partial or total loss of a site, fuel shortages, pandemics and industrial action.

1.15. HUB EMERGENCY

In the event of an emergency hub being closure, trunk vehicles would be re-directed to the nearest neighbouring Parcelforce Worldwide depot. It would then be the responsibility of the emergency location and Parcelforce Worldwide Management Team to ensure that all traffic continues its journey with the least possible delay. The Hub Manager will contact all contingency locations advising of the emergency in order to minimise delays.

Vehicle breakdown

Our entire network has access to a 24 hour breakdown helpline with support from external and internal vehicle support services. Each instance is assessed and the appropriate action is taken to either repair or recover the vehicle. As a result of the way in which depots are now resourced we have flexibility within our operation to cover the recovery of parcels that may otherwise have failed the delivery specification, these include the use of our owner-driver fleet and certain nominated local third party suppliers.

1.16. ADVERSE WEATHER

Our adverse weather plans are extremely well-rehearsed and our priority is to maintain service as long as we don't put our people at risk

- We monitor weather reports, and act pre-emptively:
 - Advance weekend working, including gritting yards/access roads
 - Arranging extra resource - 4x4 vehicles, Snow Sock and trunker vehicles, with courier resource on stand by
- When bad weather arrives, the Business Protection team is invoked and the situation managed through regular conference calls.
- Couriers are used if road conditions make use of HGV vehicles impossible.
- Local to local hubs can be set up at short notice, to relieve our central Hub.

- If areas are inaccessible we deliver to Post Offices for clients to collect, or arrange to be in central locations (e.g. high street @ 10am).
- We keep our clients fully informed, with daily web and email updates.
- As soon as conditions improve we put extra resource in place to recover.

1.17. ROAD ACCIDENT

Our first priority is to ensure that our staff is safe and well. In all but a few instances vehicles can be recovered quickly and parcels distributed using other depot resource where vehicles can be supplied and replaced as required.

1.18. INDUSTRIAL ACTION

We operate a shared resourcing model that utilises a mixture of our own drivers and self employed owner drivers, liveried in Parcelforce Worldwide branding. Both the Ministry of Defence and Exam Boards extensively assess us each year to ensure that we meet a set of strict guidelines laid down by Government.

1.19. FUEL CRISIS

Parcelforce Worldwide have robust fuel contingency plans for scenarios such as Fuel prices in the market take a sudden increase due to world events, Political Sanctions, Reduction in production, loss of supply or blockades on refineries and the resultant inability to supply, to ensure our service is not disrupted.

1.20. MOTORWAY DELAYS AND CLOSURE

Royal Mail Group operate numerous Vehicle Operating Centres across the country that can act as a secure zone or to enable driver duties to be swapped out where drivers hours maybe comprised following extensive delays or closures. Vehicles progress is monitored through the ISO tracking devices as well as the road network status. This will enable our transport management teams to ensure contingency plans can be evoked should such a risk be identified. This is a tried and tested process.

1.21. THE CONTINUITY TEAM

Parcelforce Worldwide fuel, along with all fuel used by Royal Mail Group, is purchased and managed by our Fleet and Maintenance Services.

We have a dedicated continuity team in the event of a fuel crisis which consists of the Royal Mail Continuity Lead , CMT Leader, CMT Deputy (Functional Expert), Head of Customer Response and Parcelforce Worldwide Operations Director.

1.22. PARCELFORCE WORLDWIDE RESPONSE OVERVIEW

- Dedicated fuel team who take the lead in fuel contingency arrangements in the event of a crisis.
- Established tank fills and burn rates of Royal Mail bunkers.
- Monitoring tank fills across all sites and switching demand to bulk sites as appropriate.
- Plans to switch sites that currently use forecourts to Royal Mail sites with bunkers.
- Plans to provide and pre-fill bowsers for key sites which do not have their own bunkers.
- Royal Mail Group has Priority Status with BERR. (In Line with Emergency Services)

1.23.

1.24. DATABASE MANAGEMENT

- 290 Royal Mail Group Bulk Storage Tanks (Including 17 at Parcelforce Worldwide).
- Distance by location to Nearest Bulk Storage Tank.
- Significant Purchasing Power & Supplier Database.

