

**Contract for the provision of Services for
Assessment Services for Recruitment and Talent
(Design and Delivery)**

Contract Reference: CQC PER 037

August 2019

form of contract and call-off terms

FORM OF CONTRACT

This contract is made on the 1st October day of 2019

BETWEEN

1. Care Quality Commission of 151 Buckingham Palace Road London SW1W 9SZ (the **"Customer"**); and
2. **Gatenby Sanderson Ltd** whose registered office is 14 King Street Leeds LS1 2HL whose company number is 04451141 (the **"Service Provider"**)

WHEREAS the Customer wishes to have provided the following goods and/or services namely Strategic HR Services pursuant to the ESPO Framework Agreement (reference 3S_18)

NOW IT IS AGREED THAT

- (1) The Service Provider will provide the goods and/or services in accordance with the terms of the call-off contract (reference number 3S_18] and Contract Documents.
- (2) The Customer will pay the Service Provider the amount due in accordance with the terms of the call off agreement and the Contract Documents.
- (3) The following documents comprise the Contract Documents and shall be deemed to form and be read and construed as part of this agreement:
 1. This Form of Contract
 2. The Master Contract Schedule
 3. The documents as listed in the Contract Document Schedule CQC PER 037

IN WITNESS OF the hands of the Parties or their duly authorised representatives:

Signed for and on behalf of
CARE QUALITY COMMISSION

by [], an authorised officer

Signed by
Gatenby Sanderson Ltd

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This document relates to and forms part of the Call-Off Terms

(Document Reference 3S_18)

MASTER CONTRACT SCHEDULE

(ESPO Framework Reference 3S_18 Strategic HR Services)

1. TERM
<p>Commencement Date</p> <p>1st October 2019</p> <p>Expiry Date</p> <p>30th September 2021</p> <p>Extension Period</p> <p>12 months</p>
2. GOODS AND/OR SERVICES REQUIREMENTS
<p>Goods required</p> <p>NOT USED</p> <p>Services and Deliverables required</p> <p>Statement of Requirements</p> <p>In order to meet the high expectation placed on CQC by government and the public, it is essential that we are able to attract and retain talented individuals with skills, experience and potential into the organisation. To support us in doing so, we require a professional partner to help us to design and deliver a range of assessment materials so that we can measure both competence and potential at prescribed points during the employee lifecycle. This will help ensure that we have the right people in the right roles at the right time and enable us to plan for the future by succession planning.</p> <p>Our recruitment and talent processes, including assessment and selection, need to communicate our passion, commitment and values and our partner will work with us to design and deliver a robust approach to assessment, selection and development that imparts our organisation's values, behaviours and culture. Linking recruitment and talent together in this way will enable CQC to recruit for 'Capability' (capturing the existing skills, knowledge and</p>

performance that indicate that someone CAN perform in the role) and 'Potential /Propensity' (focusing on the likelihood than someone WILL perform and progress in the role and the organisation).

Requirements – Assessment Design

We are looking for suppliers to provide an experienced team of design specialists (occupational psychologists, business psychologists and assessment professionals) to support the ongoing design and delivery of bespoke assessments for a variety of job families across the business.

Our assessment partner should be able to recommend and provide suitable off the shelf assessment tools for both competence and potential, as well as have the capability to design bespoke CQC exercises and assessment materials to support both our recruitment and talent processes.

We are looking for suppliers to have extensive experience of designing fully accessible assessments for the purposes of inclusivity. CQC would also expect that the design of assessments will include considerations made / alternatives suggested for candidates who have requested a range of reasonable adjustments.

Assessments for recruitment

The supplier should provide an ongoing service, where needed, to design appropriate assessment and selection materials, methods and tools to be used in recruitment campaigns for job roles across the organisation.

Some of our most commonly recruited to roles are listed below for information (Please note that this list not exhaustive):

- Frontline inspection staff, usually Inspectors and Inspection Managers; selection currently includes an online application form, report writing testing and a final assessment centre - we will be looking to review these materials and look for ways of improving the current assessment process to reduce time to hire
- Graduate recruitment campaigns including Graduate Analysts into our Intelligence Directorate and Assistant Inspectors into our Inspection Directorates; currently we use online testing and assessment centre events
- Contact centre staff, into our National Customer Service Centre in Newcastle; customer service online testing amongst other tools – selection processes vary by role and grade
- Analyst family roles across the country – these are our hard to recruit roles; we would be looking for best practice advice on the assessment and selection of candidates, with a view to reviewing current practices
- Professional roles including Finance and Commercial, HR, IT and Legal specialists
- Digital specialists; this is a new and growing area of work for CQC, so suppliers should be able to support us with the provision of best practice advice on relevant selection tools

Previously, we have used the following types of 'off the shelf' testing. Suppliers should be able to deliver these, as well as best advice on alternatives, where they see an opportunity for an improved method of assessment:

- WAVE personality questionnaire and Hogan development survey
- The Leadership Judgement Indicator
- Online critical thinking testing
- Online customer service testing
- Verbal and numerical reasoning tests

Other types of testing (Not 'off the shelf') include:

- Assessments that measure potential and propensity as well as competency; we are looking to move away from the traditional competency style interview and look at more innovative types of assessment, including the success profiles method
- Media testing (TV and radio) for senior leadership roles; for all senior leaders (Director level and above), we ask candidates to undertake a media test with a journalist interviewer, set up and facilitated by our supplier

Requirements – assessment tools to support CQC talent processes

Predominately, this will centre on our senior and middle management grades and will focus on supporting colleagues to understand their own development requirements in the context of their future potential and progression. This will largely involve the design of appropriate assessments and the delivery of feedback sessions, which we cannot currently run in-house.

Examples (list not exhaustive) of the types of assessment we have used for talent assessment in the past:

- Online 360-degree questionnaires.
- WAVE, Hogan and Leadership Judgement Indicators

In addition (And where appropriate), we will look for our supplier to have the capability to design and deliver bespoke assessments to meet CQC requirements. In all cases, the supplier should be able to deploy an Occupational Psychologist to provide verbal feedback to candidates, with the aim of creating development plans that support future progression. The supplier should also be able to provide reports that summarise the trends and patterns emerging from the diagnostics as a high-level analysis and presented as implications CQC.

Valuing diversity

In CQC our objective is to create an inclusive organisation, where every employee's contribution is valued. We want to promote equality and inclusion in our work, employment practices, training and through our suppliers. Importantly, we aim to deliver assessment strategies that are inclusive, helping us to secure talented people from a diverse base and support individual's different needs and requirements where we can.

Assessment and selection information should be made as accessible as possible and materials made available in alternate formats to meet the needs of candidates with disabilities. CQC offers a Guaranteed Interview Scheme to candidates with disabilities and is signed up to the 'Two Ticks' scheme

At CQC we know that we are significantly under-represented in two areas:

- BAME colleagues
- Colleagues with a disability

We continue to address issues of inequality within CQC where we find them. Roger Kline has undertaken a piece of work to look at the experiences of black and minority ethnic colleagues as a result of the data in the 2017 Workforce Race Equality Standard. Roger has produced a report following a series of focus groups which contains a number of recommendations that CQC is now implementing. With the organisational focus on this work it is crucially important that our assessment partner has experience in assessing and selecting for diversity.

Performance/Delivery Location/Premises

Various Locations

Standards

Quality Standards

NOT USED

Technical Standards

NOT USED

Disaster Recovery and Business Continuity

To be provided on request.

3. SERVICE PROVIDER SOLUTION

Service Provider Solution

Developing Creative Solutions

GatenbySanderson (GS) will continue to work in partnership with CQC at all stages of the development and assessment process to ensure that the solutions we provide are effective, valid and fit for purpose as well as being creative. We have worked with you on your assessment processes since 2014 and assure you of consistency of the personnel supporting you to enable a smooth transition from the current contract to the new. Broadly, our approach to assessment design follows the steps outlined in the diagram below. A more in-depth explanation of our approach to bespoke development is provided later in this response.



In seeking to deliver creative solutions, it is important to remember that the key aims of any assessment process are to enhance:

- The ability to identify the best candidate(s) for a role
- Ensuring that the approach used improves the candidate experience (novel approaches can motivate applicants or potentially be seen as daunting, depending on the role and target applicant pool)
- Giving candidates an insight into the role
- Diversity & fairness
- Value for money; a creative bespoke solution may save money immediately in high volume, high stakes recruitment; its use in lower volume roles may not be cost effective

We work with you to ensure that the above specified points are considered throughout the assessment design and delivery process. The right creative assessment approach will continue to enhance your employer brand, improve candidate experience, diversity and deliver improved value for money. Our focus is to work in partnership with you to identify when and how different

assessment approaches will help you to deliver your aims, making effective use of innovative approaches whilst ensuring that they are also robust, reliable, valid, fair and cost-effective.

We can and will comply fully with your specification. This includes having the capability to offer all of the services stated in the rows of your commercial model.

Key Skills and Experience

We have been delighted to work with CQC since 2014, initially on the refresh of the Inspector assessment centre content, followed by delivery and management of the Assessment Centre processes. We have since worked with you on a range of roles, from assessment centre design for Graduates and Analysts, to online testing for Customer Contact Centre roles, to psychometric assessments and media exercises for senior managers. Our proposed team all have experience in designing and delivering assessment processes for a wide range of roles across the public and private sectors. We have internal Digital experts as well as a Technology and Transformation practice and will draw on our expertise and experience in this area to support you with recruitment to digital roles. Our existing relationship with CQC means that we have the benefit of an in-depth understanding of your organisation, roles and current assessment practice, which will allow us to hit the ground running in any new projects.

As background to our ability to deliver creative solutions, we believe that our wide-ranging background and expertise is key, placing us in a unique position to support you.

GS is the UK's foremost public and not-for-profit sector talent advisory business, working extensively with organisations across local and central government, housing, health, regulation, education and the not-for-profit sectors. Our specialist Leadership and Talent function consists of 20 staff and over 100 specialist delivery practitioners who support the breadth of our expert delivery across the talent assessment, leadership and coaching spectrum. The breadth of this expertise means that we are able to involve someone with prior experience in developing assessments for a given role type where this is needed. Our consultancy know-how includes digitally enabled measurement tools that allow us to confidently cover the assessment, talent and organisational development spectrum. The team comprises Occupational Psychologists, Assessment, Talent and Diversity Specialists who combine market-leading psychometric and assessment best practices with our pragmatic business insight to deliver objective recommendations and value for money. We are highly experienced at designing well validated and robust assessment interventions, objectively measuring and reporting on individuals' competency and potential, thus reducing the risk of bias (supporting equality and diversity), enabling perception of fairness for candidates, and withstanding scrutiny. In addition, our dedicated team of project specialists provide outstanding project and client support taking much of the administrative burden away from our clients and ensuring programmes of work maintain momentum towards agreed project outcomes.

We are uniquely placed to support the Care Quality Commission through:

- the provision of our own tools to support assessments, including our Altitude leadership model, developed through extensive research, which combines our knowledge, expertise and experience in dealing with senior leaders, setting the standard for best in class leadership in public service
- the expertise and wide-ranging experience to develop bespoke assessments; our experience involves gamified assessments, technical psychometric test development expertise, face to face and online exercise development, strengths-based assessment and the assessment of potential in the context of both recruitment and development
- the flexibility to provide you with the most appropriate tools from test publishers

As such we can review and recommend the best tools in the market to meet your needs or develop them for you where this delivers better value for money, or if the wider test market does not offer a ready-made solution.

The Contract Manager, [REDACTED] will be the lead in all projects. Highly experienced in both the use of off-the-shelf tools and bespoke development through working at both test publishers and consultancy providers, as well as in-house at the Environment Agency, Marie has designed and delivered bespoke ability tests, e-trays, competency/strengths questionnaires, SJTs, 360s, interviews, online assessment 'games', and a wide range of assessment centre exercises for clients across all sectors. This has included taking the lead on all of our design work for CQC; as well as leading with Ofsted for Inspector assessment centre exercises, including presentations, role plays, written tests and online exercises. Along with her experience of working at all levels in CQC through the current contract, as with all of our project team, she has designed assessment processes for a wide range of roles. These span entry-level roles in central government, graduate online and face to face processes for the National Audit Office, Shell and Linklaters, Call centre staff for the emergency services, Intelligence specialists/analysts in Central Government, a wide variety of Technical specialists during her time working at the Environment Agency, and a wide range of senior and specialist post-holders at Executive level across the whole public and not-for-profit sector. She will use her technical and practical experience to work with you to identify the most appropriate solution, and either work on the design personally or oversee a team, identifying the most appropriate individuals to involve based on your requirements and their individual expertise and experience.

We expect to engage with you throughout the process to provide bespoke, expert recommendations and service to ensure rigour and best practice.

Communication with CQC senior managers - Job analysis, communication and design

As you know from our current relationship, our approach involves working closely with you; as such communication with all relevant stakeholders at relevant points in the project are key; this will typically involve key HR stakeholders alongside the relevant senior managers / stakeholders for specific roles. Communication works at multiple levels. Overarching project communication will typically involve the following stages:

- Kick off meetings to agree project requirements
- For more complex bespoke design work, an agreed schedule of job analysis / detail gathering sessions such as focus groups, interviews etc to develop realistic scenarios for exercises

- Scheduling regular ongoing project management calls with key stakeholders (HR colleagues and/or senior managers as appropriate)
- Scheduling review meetings at the end of a project to review outcomes and feedback to support future re-runs of the process in future.

You have specifically requested information on how we will work with senior managers (i.e. key stakeholders for a specific role / project). We will work with you to agree the best communication approach for any given project, based on project complexity and the availability of key stakeholders, but our guiding principles will be as follows:

- Meeting with managers to understand the requirements of the role(s) as early as possible in the process; this will be face to face where possible, or via telephone / video conferencing as appropriate. We recognise the pressures on senior individuals and as such can tailor our approach to communication to involve them in meetings to a greater or lesser extent as the project progresses. The more bespoke the project, the more involvement from senior managers as key stakeholders is likely to be needed; we will scope this out in conjunction with CQC for each assessment process / role.
- Completing desk research / review of relevant documents to complement our conversations with key stakeholders / senior managers at CQC
- Where appropriate, other forms of job analysis; this could include survey tools to gather views, focus groups, one-to-one interviews using a range of job analysis techniques etc

Assessment tools we will use

The process of designing an assessment process and identifying the assessment tools to be used will, by necessity, vary according to the role and the competencies, capability, strengths and potential required to perform effectively in the role. Below we have provided a short overview of off-the-shelf and bespoke assessment approaches which are likely to be useful in the different types of roles you highlighted in the tender documentation; we will work with you to identify the best approach to take in each case.

a) Off-the shelf tools:

As already referenced, GatenbySanderson's vendor-neutral position means that we are able to provide you with off-the-shelf tools from a wide range of test publishers. As such we are not committed to any one approach but are able to review the market and make appropriate recommendations to you for each specific role requirement. Below we have listed a range of tools which we already use with you or which we feel will be of interest to you based on the specific requirements outlined in this ITT; we do however continually scan the market for new innovations, and our vendor neutral position means that we will recommend the best available tool for each situation. This provides a key advantage to you in that it allows access to a wealth of assessment options. In delivering this contract it will be standard practice for us to review the available tools on the market in relation to each requirement specified during the job analysis phase. As such, this list is indicative of options, and is by no means exhaustive:

Assessment / test type	Rationale for use	Nature of roles applicable
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Guidance contained in this document is intended for use by ESPO employees however it is made available to ESPO customers. ESPO customers must seek their own legal advice as to the content and drafting of this document.

Ability / cognitive reasoning tests	As already referenced, we are able to provide access to ability tests from a wide range of providers, and continuously review the market for new providers and test options. At present we use the Elements range of tests with CQC. With excellent, validity, reliability and diversity statistics, the tests are adaptive, drawing from an item bank, meaning that the difficulty level will always be appropriate to the person's individual capability, and as such can be used for a wide range of roles and levels in the organisation, allowing consistency across roles with a built in ability to adapt to the appropriate level for the seniority / ability level expected.	Potentially all, but numerical tests are likely to be useful for data driven, financial or commercial roles, whereas verbal reasoning may be more relevant for those working with complex written or spoken information as part of their jobs. Abstract / logical reasoning assessments may be particularly useful for Digital roles with developer skill requirements.
Customer Contact Centre Virtual Scenario	The Contact Centre Virtual Scenario is for entry-level positions in a contact centre environment. Sample tasks for these jobs include: Interact with customers on the phone to provide information, take orders and solve product or service issues; respond positively to difficult or irate customers; navigate within multiple open applications to find and view customer account details; and type information quickly and accurately.	Contact Centre Staff
Wave	As the best-in-class predictor of workplace performance and potential, Wave is recognised for possessing the highest validity levels (i.e. predictive power in terms of job performance) reported amongst personality tools. To enhance this further, we have worked with the publishers to map Wave to our Altitude Leadership model for best in class public sector leadership. This makes Wave the obvious choice of personality assessment for a wide range of roles. We could also provide bespoke Strengths based questions for you to use in your interview processes based on outputs from off the shelf tools such as Wave if desired.	Wide range of roles; most useful for senior / specialist / lower volume roles, with the Altitude mapping being particularly useful for senior posts and development / potential programmes, or to assess potential for future leadership positions (with graduates or those on the talent programme for instance)

Hogan Development Survey	This personality questionnaire identifies those behaviours that can hinder an individual's effectiveness and relationships, known as 'derailers'. These patterns of interpersonal behaviour tend to appear when a person is stressed, tired, distracted or under significant pressure. People are often unaware of these tendencies and they may be overplayed strengths.	Useful in assessing for senior posts and in development / potential programmes.
Leadership Judgement Indicator	This tool identifies not only the candidate's preferred leadership style, but also their accuracy at identifying the most appropriate style for each situation. The accuracy of their judgement is compared to that of other experienced leaders to understand how flexible their style is.	Recommended for use in senior appointments and/or development / potential programmes.
Strength scope	Useful as a development tool, given your interest in introducing Strengths based assessments, this will allow the approach to be embedded in development processes within CQC. Both individual and 360 versions are available.	Strengthscope may be useful to introduce to your talent programmes, or as a broader development tool within the organisation.
Wave Strengths	These short online strengths questionnaires accurately identify the potential strengths of an individual against the key requirements of the role you are hiring for. Various versions are available for different types of roles. Initial set up time is needed to identify the key strengths, then once set up this agreed strength profile can be reused.	These will typically be most useful where you have high volumes of applicants to sift; as such they will be particularly useful for you in the Commercial Specialist, Customer Contact Centre and Graduate roles.

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Assessment Centre Exercises Role plays In-tray/etrays Presentation exercises Analysis exercises Written exercises	The largest supplier of assessment centre exercises, and in particular one which is also able to provide a large numbers of exercises within a public sector setting is A&DC (now PSi). These assessments are available to use online or in pencil and paper versions. The variety and range available, along with the option to make minor wording changes, makes them useful in a wide range of settings.	Any roles at assessment centre; most likely to be useful for Graduates where more generic exercises not reliant on prior experience can be particularly useful.
GS Altitude 360	We are able to provide our own off the shelf 360 tool, based on our market leading Altitude model. We have also created a tailored version for CQC's use, which can now effectively be used as an off-the-shelf assessment for you, with the added benefit of the option to tailor it further if required.	Current version is targeted at senior levels, but we can tailor and adapt this for any level. See summary of this model and the benefits of using it below.

b) Bespoke assessments

The table below summarises bespoke exercises which will be of potential value in the roles that you have highlighted in this ITT:

Assessment / test type	Rationale for use	Nature of roles applicable
Assessment Centre exercises: Role plays Presentation exercises Analysis exercises Written exercises In-trays	Where you want to test out how candidates will tackle very specific challenges that they might face in a role, using the same setting that they will face on the job, a bespoke assessment centre exercise is ideal.	You already use this approach for your Inspector and Intelligence Analyst assessments; Marie Blakesley and Sarah Clapperton who designed these assessments for you will be involved in any refresh with the inclusion of reviews and inputs from equally experienced colleagues to encourage fresh insights. We have a team who are experienced in designing a wide range of assessment centre exercises and using a best practice approach. Bespoke exercises may also be worth considering for high stakes / senior roles. They could also be used as part of your talent programme; giving candidates a

		wider breadth and range of developmental experience and feedback.
Media exercises	We work with experienced journalists with broadcasting experience, and professional audio-visual operatives to design and deliver realistic media exercises, informed by your insights into the challenges and situations which individuals may be interviewed about	These exercises are highly insightful in Senior, externally visible roles where media scrutiny can be expected, testing the individual in a way which cannot be achieved by any other method.
Interviews Strengths based or Competency based	Interviews are typically used as a final stage assessment, and the opportunity for key stakeholders within CQC to meet and assess candidates face to face is essential. We can work with you to design question banks or to write a fixed set of questions for a given role. For higher volume campaigns, we can also support you with experienced telephone interviewers; we have conducted campaigns where hundreds of candidates have been sifted in this way, offering a more personalised option for sifting candidate numbers to more manageable levels. We are also able to offer training in both the competency based and strengths-based approach to interviewing.	Useful in all roles and levels Strengths based interviewing is particularly useful and appropriate in graduate and entry level positions where individuals may have less experience to draw upon.
Situational Judgement Tests (SJTs)	SJTs take significant time and effort to develop, and as such are cost-effective in specific circumstances. For roles where you will regularly experience high volumes of applications, they can drive long-term efficiencies as well as enhancing validity and	Roles with very high volumes or where it is essential to give good insight into the nature of the role to candidates in early stages.

	reducing adverse impact in your selection process. By asking candidates to respond to scenarios based on the real ones they are likely to face in the role, these tests are highly face valid to candidates, and provide them with an insight into the realities of the role as well as a powerful assessment tool.	
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The design of assessment material for different types of roles:

We have provided an overview of our approach to design at the beginning of this response, but when actively developing assessment material (i.e. bespoke solutions) in particular the development and creation of the tools requires more in-depth discussion and partnership working with you to ensure that the assessment tools designed are completely fit for purpose.

Once the core requirement has been agreed, key stages for bespoke development will include:

- Identification of the key stakeholders to involve in the design process. Depending on the context and nature of the tool, this might include HR representatives, Senior Directors (for instance where changes are happening to roles and the future strategic vision needs to feed into the design) relevant managers (i.e. the line manager(s) for the role in question), current job incumbents as subject matter experts, or other stakeholders who regularly interact with the job role to be assessed.
- Stakeholder engagement to scope out the content of the exercise or tool: This could be a short, focused meeting with key stakeholders for something like a media exercise, or a series of focus groups with job incumbents on a more technical psychometric piece of work such as an SJT, in order to generate realistic scenarios and responses.
- Drafting of content: Creating a first draft of the exercise or tool. This will include peer review within the GatenbySanderson team as an additional sense check, including an adverse impact / diversity review (more detail on how we build diversity and accessibility considerations into our design work is provided below)
- Review / updates / sign off: Internal review and feedback from you on the content designed; amends made based on this and submitted for further review / sign off.
- Piloting: In the case of more technical tools (i.e. SJTs, competency/strengths questionnaires), piloting, ideally combined with performance data to allow robust validation data for the final tool, is essential to allow data analysis to ensure that the tests are psychometrically sound, valid, reliable and do not cause adverse impact. For other exercises such as assessment centre exercises, this stage is also useful but can be conducted on a smaller scale.
- Roll out: we will support you with the process around the roll out of the tool, agreeing communications to candidates, internal training if required, supporting you with timetables if required etc.

Ongoing review of assessments (this could take a variety of forms, and will be agreed with you up front, but could involve candidate feedback, data analysis including validation and adverse impact analysis, feedback from line managers on calibre of candidates etc **Building Diversity and Accessibility into Assessment Design**

Diversity is always a key consideration in our assessment recommendations and development approach. Our vendor-neutral status means that we are able to select the best tools on the market in relation to validity and diversity statistics. Our consultants are also highly experienced in best practice in relation to diversity; we have recruitment diversity specialists who are able to advise on language in job descriptions and adverts from a diversity perspective, our psychologists can review off-the-shelf and bespoke exercises to ensure they are diversity friendly, and our psychometricians can conduct adverse impact analysis to support decision making in relation to candidates.

Our recent work with the Nursing and Midwifery Council outlined below provides a strong case study for our approach to diversity. You specify that you have conducted research into inequality, and we are keen to understand the findings and current steps being taken so that we can work with you to ensure that the recommendations are also reflected in recruitment / assessment / development processes.

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Case study:

The NMC were seeking to recruit approximately 80 panel members, both registrants (nurses/midwives) and lay, to sit on fitness to practise and associated hearings. These campaigns typically recruit very high volumes of applications (over 800 in this case), presenting the challenge of how to reduce the pool and select the most appropriate individuals. Diversity was high on the agenda, particularly around female and BAME applications as the NMC seek to make their panels more reflective of their registrant population of nurses and midwives, and to ensure that those without prior panel experience would also be on a level playing field. Our work started with attitudinal interviews with their target group of applicants, revealing the barriers that individual nurses and midwives felt prevented them from applying for these roles. The input from these interviews drove our recommendations around creative concepts for the campaign, where we were also able to advise on diverse media placements, copywriting and overall messaging as part of the recruitment campaign. To sift the high volume of initial applicants, we implemented online application forms with eligibility questions, competency/values based written questions and a bespoke situational judgement test, which presented a series of scenarios which might be faced by panel members, which candidates had to identify the most and least effective responses to. This innovation responded to concerns raised by potential applicants around ability tests (which had previously been used) and also gave them an insight into the role as part of their initial application. Those who passed the SJT stage were scored on their online written responses, followed by an online styles (strengths) questionnaire and a face to face interview. At every stage adverse impact analysis was conducted to ensure that the cut-off set did not accidentally disadvantage any one group. A diverse pool of interviewers (assessment specialists and psychologists) was provided by GatenbySanderson to reflect the values and diversity focus of the NMC. The final outcome was a *25% BAME application rate which was maintained through to appointment, as well as a significant increase in success rates for female applicants.*

This approach to working with our clients in a holistic way, even before the recruitment process begins, is one we will be keen to apply in our work with CQC, to help ensure that creative solutions are developed to meet your specific needs.

Accessibility: We follow British Psychological Society guidelines to best support an individual's needs and find an open discussion to explore required support and potential options, instils reassurance that they are being assessed fairly. Having previously worked with Royal National Institute for the Blind and the Equality and Human Rights Commission, we are experienced in providing a positive experience to all candidates.

Examples of reasonable adjustments we have arranged, and made possible in our design of assessments include:

- additional time added to timed tests;
- providing paper and pencil versions of online tests
- increasing material font / image sizes
- inviting candidates to our offices where we can help with supervision and offer a room to complete online tests
- providing a reader for visually impaired candidates
- supporting the use of laptops / Dragon software for dyslexic candidates
- adjusting timetables / breaks and assessment timings for individuals with physical disabilities or who have recently undergone operations
- use of coloured papers for dyslexics
- briefing actors and assessors to work effectively with deaf candidates who lipread
- providing a sign language interpreter
- reading online test questions out for visually impaired candidates

The consultants working on this project have experience of working with a wide range of individuals with differing needs, including a wide range of physical disabilities and learning impairments, and of tailoring processes to ensure a level playing field for all. This knowledge, experience and understanding will be brought to bear at every stage of assessment design, as standard practice in our development process.

Developing a Talent Assessment for CQC

We have worked with you in the current Talent Assessment process, which has been well received, based on the feedback we sought directly from candidates and from the HR representatives overseeing the process.

The current approach is as follows:

- GS Altitude based 360; reporting against our predictive model for best in class public sector leadership. We worked with you to tailor the wording of questions to reflect the roles and work of CQC. This tailored version is now ready for you to use at any time with no additional work needed prior to use.
- Psychometric profiling: Wave, Hogan Development Survey and Leadership Judgement Indicator, with reporting against the Altitude model.
- 2.5 hour coaching / development feedback session with an occupational psychologist to explore the results and commence development planning processes.
- Feedback gathering from the programme participants Aggregate reporting

As this process has worked well and has been well-received, you could potentially continue to run it using this same process. Alternative options to consider dependent on your desired area of focus and budget could include:

- Introduction of a Career Coach session to explore their career aspirations and key aspects around motivation / drive which link to potential. We have applied this approach with clients such as the Northern Care Alliance and Wolverhampton City Council; combining the existing development/leadership coaching session with a specific career focused session provides the missing aspirational element which plays a key part in the assessment of potential.
- A development centre approach; using off the shelf or bespoke assessment centre exercises, putting those on the talent programme through a developmentally focused centre, allowing them to test out relevant skills, and offer a 'stretch' element to help assess the potential of individuals to succeed in more senior roles. The tools could be delivered in a traditional face to face development centre, or some exercises could just as easily be delivered online. Previous aggregate analysis has identified specific development areas which stand out across the cohort; it may be beneficial as a minimum to introduce an exercise which taps into the more operational, strategic capabilities which were revealed as development areas in this analysis.
- Introducing a Strengths based questionnaire – either as an additional tool or a replacement for one of those already being used. There are a range of tools available, some shorter which could easily be added, some which are more time consuming so may be better used as an alternative to one of the tools currently in place. We will work with you to identify which of these options might be most appropriate, but have provided the example of Strengthscope in the tables above as an option.

Summary

We see this contract renewal as a valuable opportunity for us all to take stock and move forward in a way that takes the longstanding shared experience between CQC and GatenbySanderson and builds upon it to work with you even more effectively. At present we typically work on particular sections of your assessment process for roles which you have specifically requested support on; we see the requirements set out in this ITT as an opportunity to work with you in a more holistic way, discussing assessment processes at an earlier stage, acting as a strategic partner and advisor for assessment processes in both recruitment and development contexts, working with you to identify your future talent requirements and considering how that will impact your assessment and development needs. This will allow consideration of the best assessment process to deploy, right from the point of application (or even advertising, supporting you with diversity considerations at this stage if required) in order to meet your needs, drive diversity and inclusion through careful consideration of requirements and processes, and drive efficiency through the use of the right assessment processes at the right time.

Our team bring a breadth of experience in terms of taking creative approaches to assessment; from designing an immersive 'day in the life' assessment process through to fully tailored online solutions including gamification of recruitment processes, you will benefit from our combined experience and expertise, whilst retaining the ability to draw upon new tools which come to the market from test publishers, thanks to our vendor neutral status which allows us to seek out the most appropriate off-the-shelf solutions for you. We have a strong track record in working with our clients to deliver best in class assessment solutions. We have successfully worked with CQC to deliver both bespoke and off-the-shelf tools and processes, along with a wide range of other clients, including Ofsted, where we design and deliver assessments for HMI and Regulatory Inspector roles,

as well as other senior positions. Our case study provided above of our work with the Nursing and Midwifery Council demonstrates how we have introduced creative approaches which have also actively supported organisational aims and enhanced diversity across all stages of the assessment process, through to appointment.

Assessment Design Teams – Experience and Suitability

You have requested a contract / client manager for this contract. This role will be taken by Marie Blakesley, who works with you in this context already. Marie will continue to be the lead in all bespoke development projects. Highly experienced in both the use of off-the-shelf tools and bespoke development through working at both test publishers and consultancy providers, Marie has designed bespoke ability tests, etrays, competency/strengths questionnaires, SJTs, 360s, interviews, online assessment 'games', and a wide range of assessment centre exercises for clients across all sectors, including taking the lead on all of our design work for CQC; as well as leading with Ofsted for Inspector assessment centre exercises, including presentations, role plays, written tests and online exercises. We have a broad range of team members available to work with us on projects. [REDACTED] will use her technical and practical experience to work with you to identify the most appropriate solution. For more discrete pieces of work, [REDACTED] may deliver the work alone, but for larger projects we will put together a broader team in collaboration with you depending on your specific requirements for that project, drawing on the wide range of experience and expertise that we have available to us.

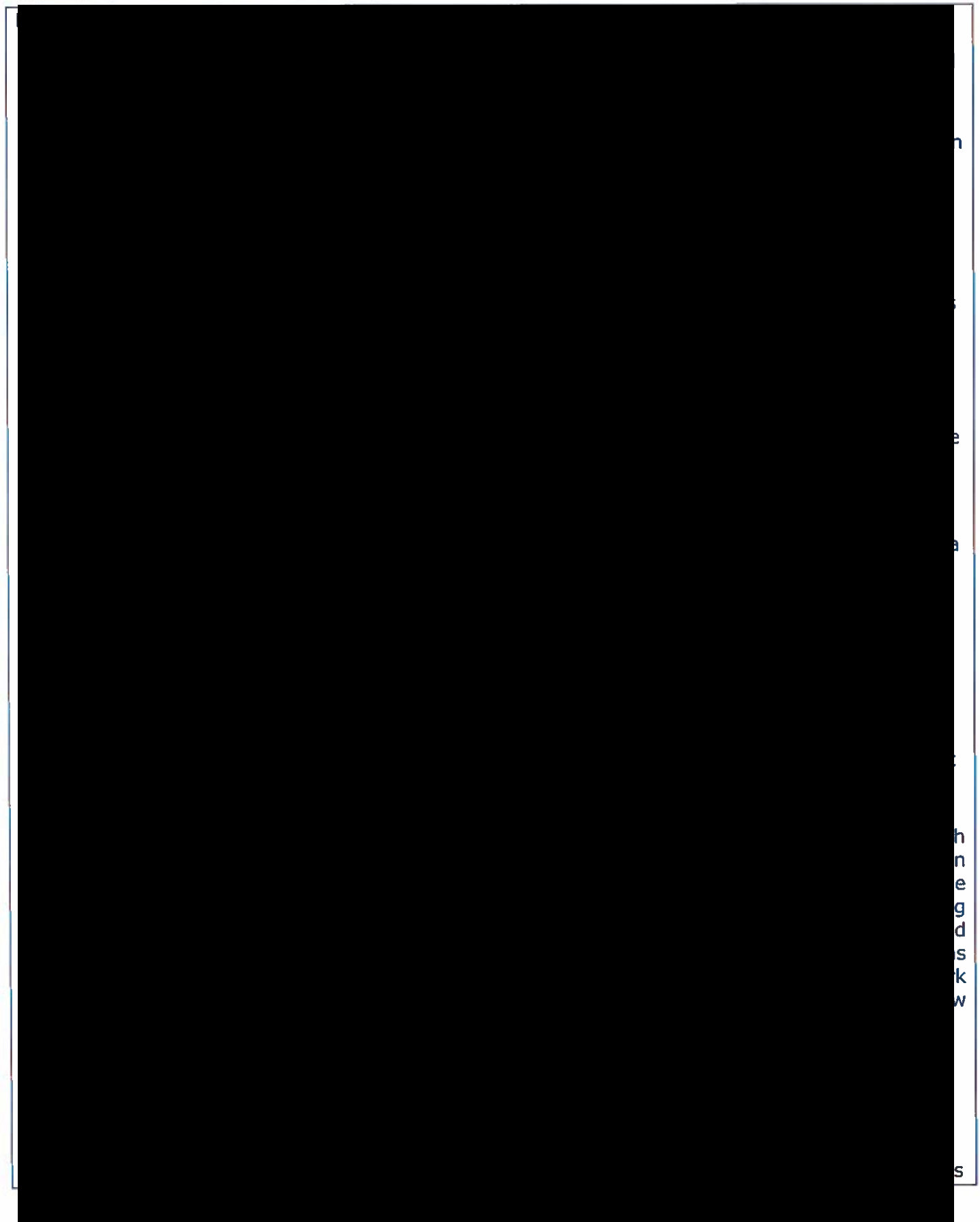
You have specifically requested details of individuals who will support you in the requirements around designing bespoke assessments:

[REDACTED]

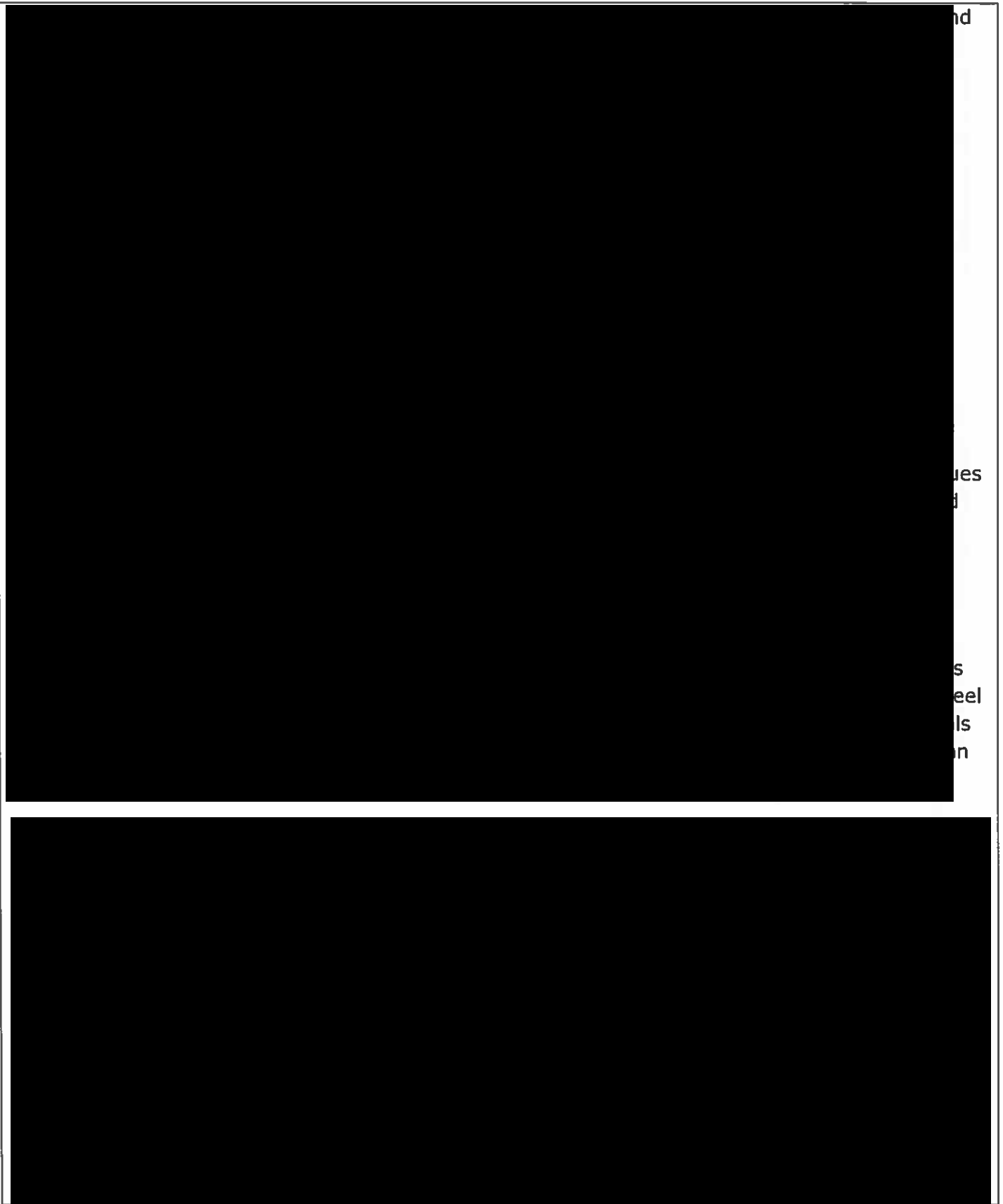
[REDACTED] continue to do so to ensure [REDACTED] will ensure the quality and timeliness of delivery for all projects, drawing upon the expertise of others in the team dependent on the specific design experience and skillset required for each project. [REDACTED] approach is to work closely with you as a client, working to understand and support your aims and requirements whilst providing the benefit of her wide-ranging expertise to help guide your approach to best achieve those aims. Any initial requests for support, and associated queries or issues should be directed to her. Marie will actively participate in the design process herself, and brings particularly strong skills and experience around the use of technology and bespoke psychometrics.

[REDACTED]

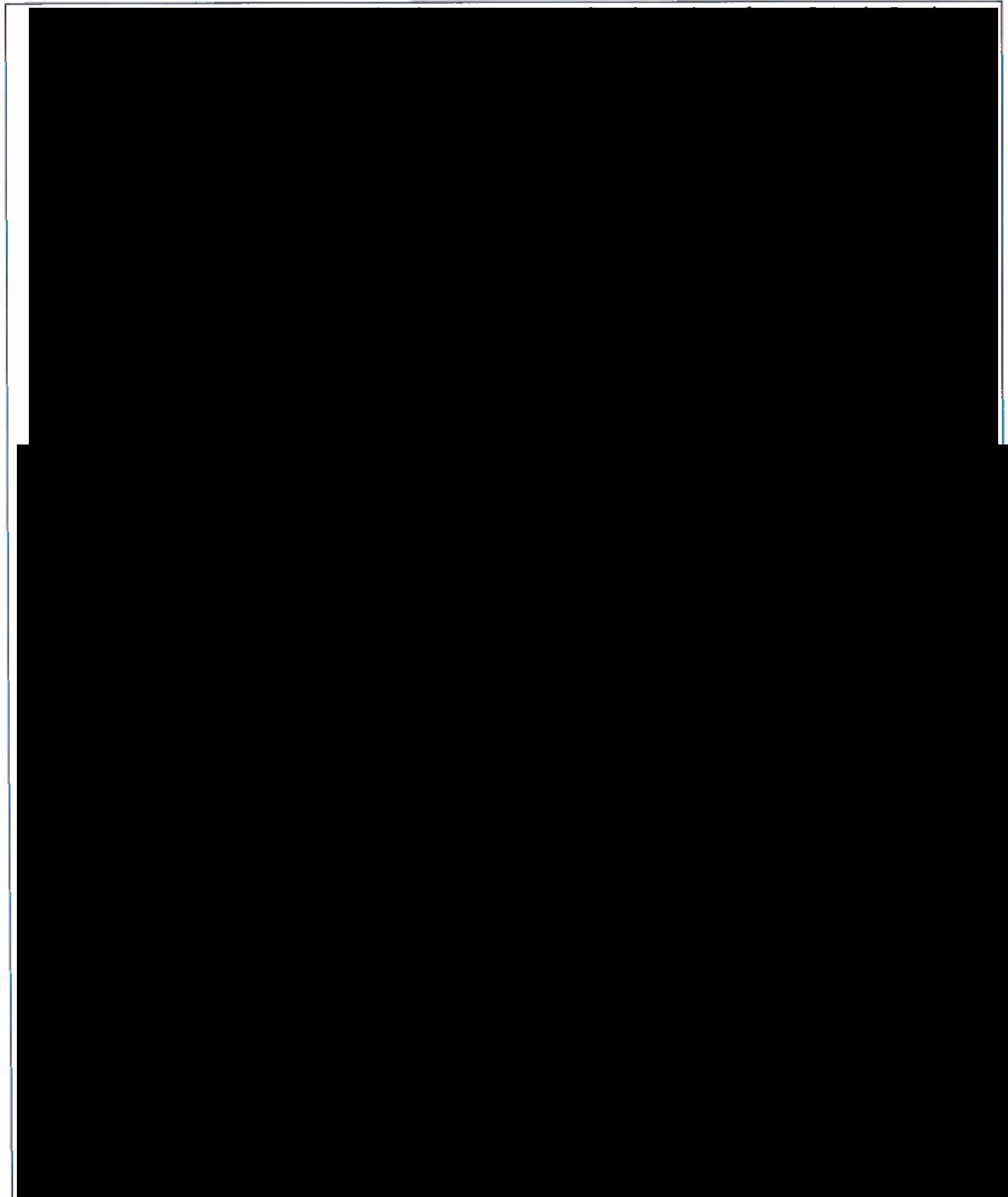
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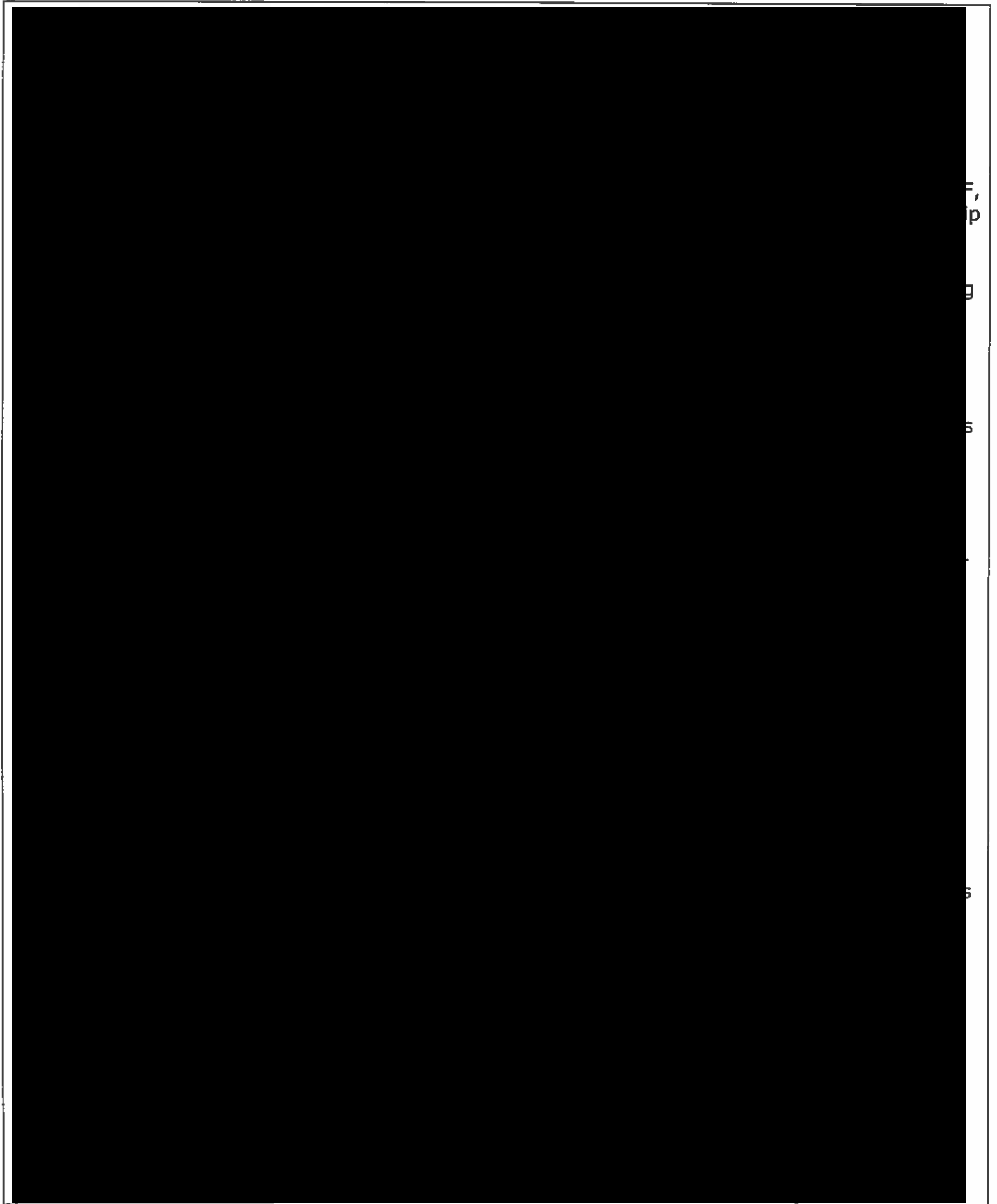
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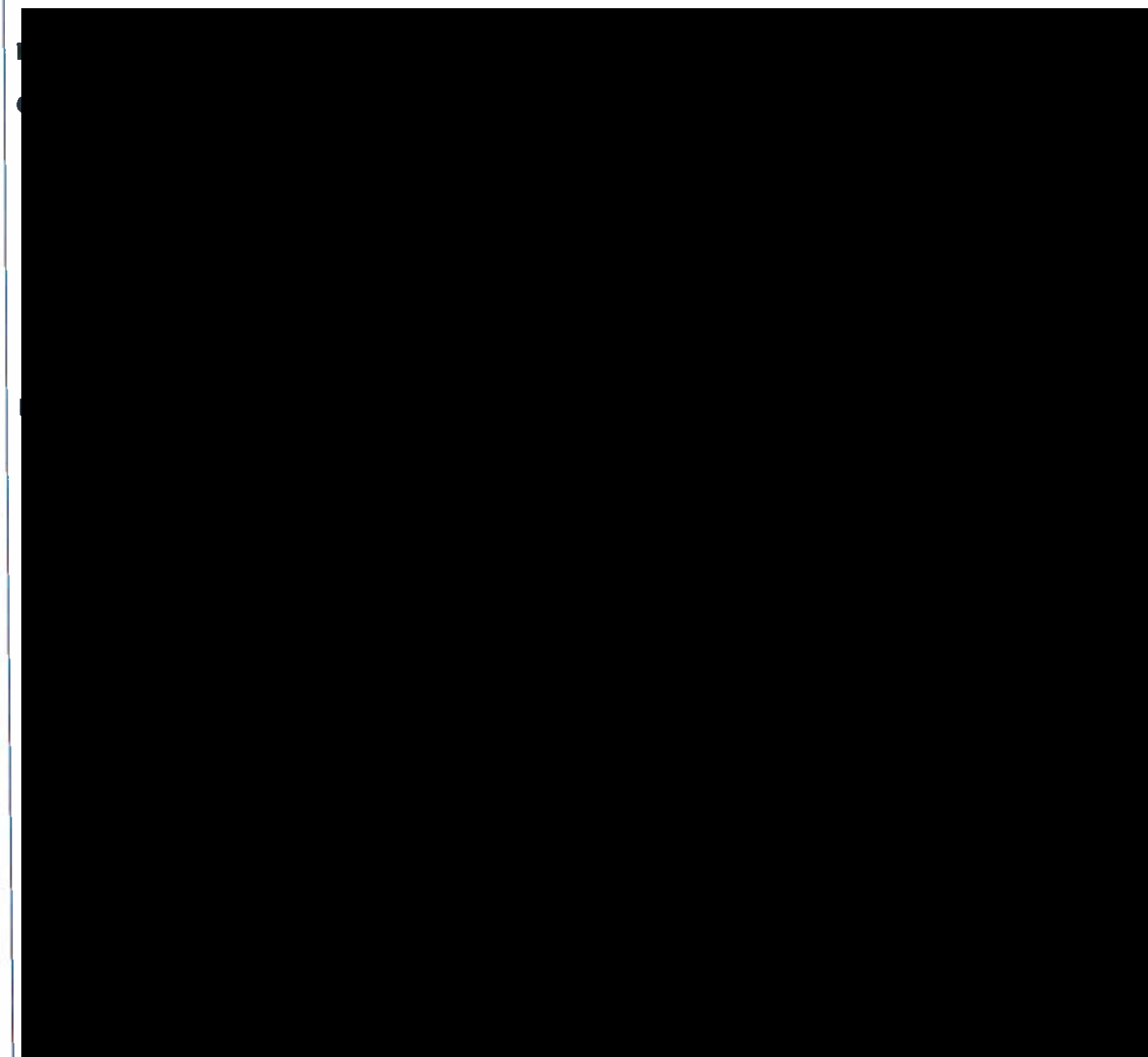
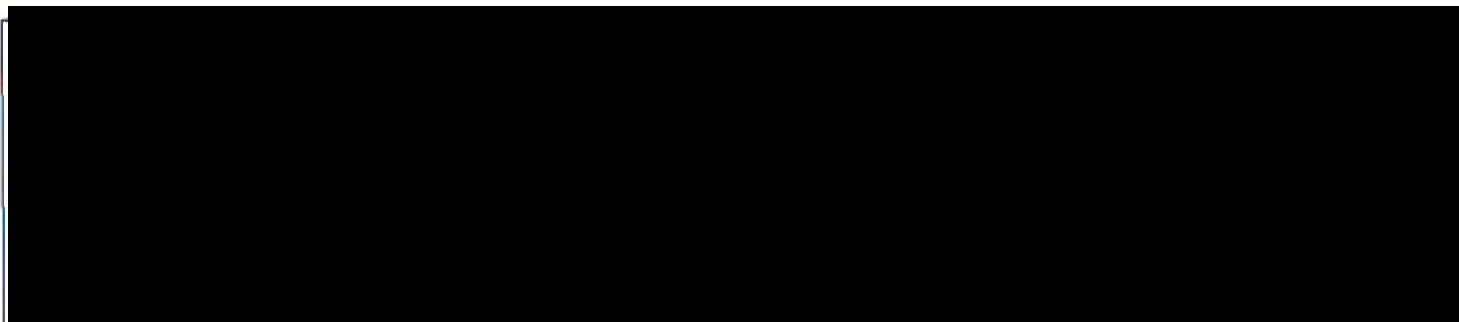
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Time to Hire

The recommendations below are based on the information available to us from the job description that you provided. To fully define the process that will be used to assess applicants for Commercial Specialist roles, we'll work with you to understand the detail of the roles themselves in greater detail, and therefore what needs to be measured in order to identify the candidates best suited to the role. Whilst job descriptions are useful in this context, talking to those who understand the roles best is always a source of great insights, and the value of this step should not be overlooked.

We are highly experienced in recruiting and assessing for critical commercial skills; as a solely public sector provider, these are skills which our clients frequently come to us for support with, as key areas of growing importance across the public sector in the context of cuts and increased financial pressures. In addition, our team all have experience of working with private sector clients in former roles; this combination of public and private sector understanding is particularly useful in supporting the assessment of commercial skills in a public sector context.

Without the opportunity to discuss your ideal solution with you in details, we have made the following assumptions in order to make a recommendation to you:

- You want to minimise face to face contact in order to decrease time to hire metrics, but would want to have face to face interviews or assessment exercises as the final assessment stage
- Online, automated processes will be favoured for their cost and time efficiencies thereby driving greater improvements in time to hire
- Diversity, inclusion and avoidance of adverse impact will be key
- You are keen to achieve cost savings in the short-term
- An assumption that final interview numbers should be in the region of 3 people per vacancy – so 36 candidates

Options available include:

- **Online Situational Judgement Test** – this would need to be a bespoke development, and as such would be costly up front but potentially cost-saving through longer term application. *Based on our assumptions above, we have not included this option in our proposed approach below as the cost per applicant will be high. We have typically applied these approaches for volumes in the high hundreds / in excess of 1000 applicants, which are known to be repeated on a regular basis.*
- **Telephone interviews** – we have experienced telephone interviewers who can deliver high volumes of telephone screening interviews in a relatively short space of time. *With a volume of 100 applicants we have assumed that this will not be viewed as the most cost-effective option; however if a more 'human' touch for those candidates being rejected was a high priority for you then this approach will provide a more personal interaction for all applicants.*
- **Online application form sift** – GatenbySanderson have our own online application system which can be employed for roles; this can include 'killer questions' which are essential for eligibility for the role and automatically inform candidates that they are not eligible to apply, as well as written responses from candidates on competencies / experience. We can either provide this data to you, or score / sift the candidates on your behalf according to pre-defined criteria
- **Online Strengths tests** – such as Work Strengths or Commercial Strengths (part of the Wave family of tools) are designed specifically for high volume applications such as this and based on the information provided on the roles appears to be appropriate. Cost and

time-effective, by pre-defining the key strengths important in the role with you and applying this lens to the results, a merit order list of candidates can be produced rapidly. These tests show minimal adverse impact (and will be accompanied by adverse impact analysis by us to ensure that this is the case and that an informed decision is made on cut-off scores).

- **Ability tests** – If reasoning skills (verbal or numerical) are essential in the role then the relevant ability test will be an important inclusion as this supports the effectiveness of the funnel in managing candidate volumes and identifying high calibre candidates. The job description provided indicates that financial skills in particular will be key; verbal ability would also feed into the development and understanding of complex procurement policy.
- **Online or face to face assessments for influencing/ negotiation / analytical skills** – based on the job description for these roles, some form of commercial / analytical case study and/or influencing/negotiation role play will be beneficial as a part of the process. We will want to discuss this with you in more detail to identify the skills that you find difficult to tease out in the recruitment process and which have the greatest impact on the overall performance of those appointed. We recommend using these either for all candidates to be interviewed or as a final assessment stage prior to interview. Examples of possible exercises could be a task to analyse data and create a business case, then present it to an assessor or panel as if to senior stakeholders; or a negotiation / influence role play scenario which also involves the analysis of data in order to recognise the optimal negotiation approach and outcome.

We have a strong track record in handling high volume application processes. Our work with the Nursing and Midwifery Council, General Dental Council and Northern Ireland Civil Service for instance, has involved application volumes in the region of 700 to 1000. As such we are experienced in using a range of sifting tools and adjusting processes to suit the volume of applicants and the nature of the role.

Proposed Content of Design and Development

Step 1: Application online: if required we can support this process via a purpose built CQC branded microsite portal.

Step 2: Self-Selection/Eligibility Questions: The system realistically previews the role (through information you have provided) and candidates select themselves in or out of the process based on suitability. In our experience, as well as selecting out unsuitable or unqualified applicants, for no extra cost, this stage increases the candidate pool knowledge of the vacant roles, better preparing them for later stages. Candidates who fail to answer eligibility questions correctly are informed that they are ineligible to apply OR can call a helpline during business hours or email a query to a dedicated address.

Step 3: Online assessments: (Work Strengths): Candidates who pass the eligibility stage will then be asked to complete this Strengths measure which creates a merit order list of applicants after a 25-minute online survey. Outputs will be mapped to the Strengths identified with you prior to commencement of the project. Reports can be provided automatically to applicants at a later stage, meaning that all candidates, successful or unsuccessful, receive feedback on their 'fit' for the role / CQC. If required, **ability testing** could be combined into this stage. We will consolidate

scores, conduct adverse impact analysis to ensure that diversity of the field is maintained and identify candidates to progress to the next stage (reviewed and agreed with you).

Step 4: Commercial case study / negotiation and influence exercise

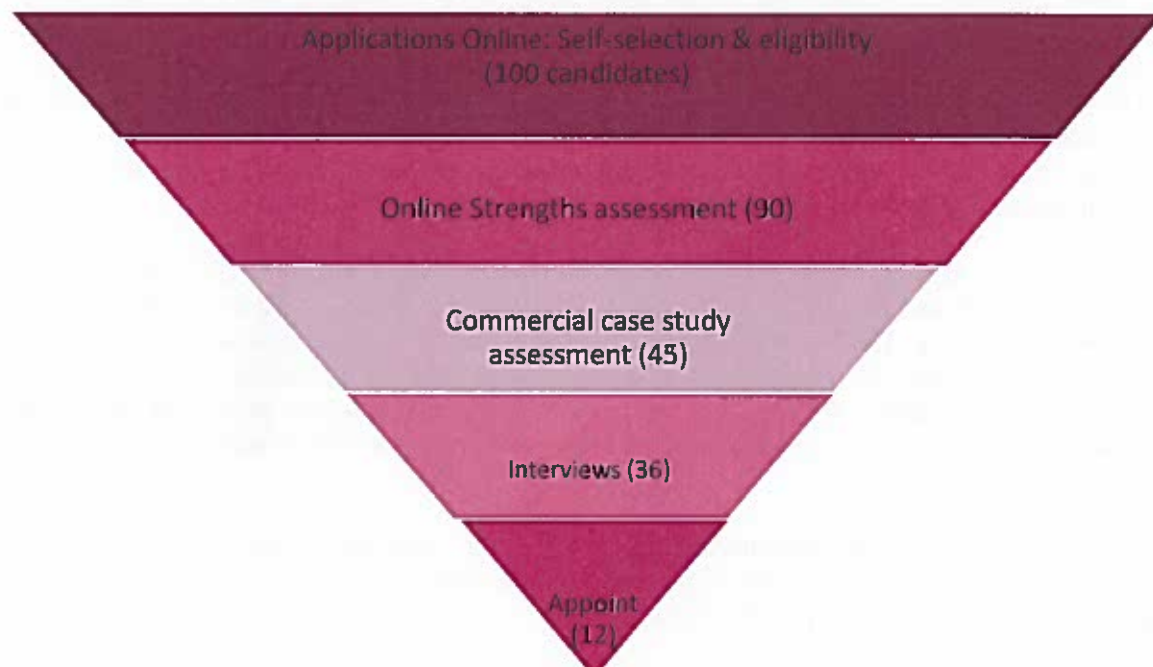
Assuming some direct form of assessment of skills specific to a commercial specialist will be appropriate, we recommend that this is included in the latter stages, with smaller numbers of candidates. Depending on your preferences and constraints, this exercise could be completed prior to the interview stage (potentially online if created as a written exercise), or on the same day. Our experienced assessors / psychologists will be able to score these assessments for you and provide either verbal (on the day) or written (if completed in advance) summaries of the performance of each individual to complement the interview scores.

Step 5: Final interview

As the final stage, this will be the key point for direct contact between the applicants and key CQC stakeholders / line managers. We will be able to support you with both interview question design and with additional interviewers to support and challenge your internal interviewers if required.

An example of the sifting process is provided in the diagram overleaf:

Sifting process example



Expected efficiencies and value for money:

You do not provide current timescales and costs for your existing process, but based on your summary we expect that the following efficiencies will be achieved:

- More candidates sifted at earlier stages via online tools with no face to face involvement required; reduced time and cost to sift larger volumes of candidates
- Automated feedback in early stages – driving time and cost efficiencies while maintaining a positive candidate experience.
- Adverse impact analysis as a key part of the assessment process to ensure that the process supports diversity and does not disadvantage minority group applicants.
- Strengths online tool output can also be used at interview stage, providing areas for further exploration for the interview panels to consider

Exit Strategy

We will take the lead on an exit strategy to minimise the time and effort required by you; we will of course work with you to ensure that the planned approach is fully agreed. While this will be specific to the tools / knowledge relevant to the roles and projects we have worked on over the course of the contract, in our experience the following steps form the foundation of this process:

Specifying the assets that will be included as part of the exit plan as and when this is triggered. This can include, but is not limited to, the following types of information or asset:

- Campaign-specific assets: this can include details of assessment exercises / tools used and where these can be sourced from if off-the shelf, along with copies of documents which have been designed for your exclusive use (in editable formats), any timetable or briefing documents and panel briefings or internal interviewer/assessor details
- Candidate-specific assets: this class of information includes consultant-written assessment reports, individual psychometric assessment reports, CVs or candidate-specific background experience documentation and contact details
- Managing information: any specific management information that is useful for tracking historical assessment or candidate volume trends

Having clearly documented the assets that we will commit to handing over as part of an exit plan, we will also agree processes for data migration, retention and destruction ensuring these are fully compliant with necessary GDPR legislation and stipulated service level agreements. This documented plan should also commit to a communications plan and agreed service delivery levels during any period of transition. Finally, we will commit to an escalation policy as part of this plan so that any conflicts or concerns can be addressed and mediated effectively to the satisfaction of all parties.

In addition, any process documentation that is not contractually protected IP (either GatenbySanderson or third party) can also be handed over to support re-procurement or the development of in-house capability and resource.

Where we migrate contract delivery over to a new supplier, GatenbySanderson will work seamlessly with any new contractor to maintain continuity of service and ensure that CQC do not experience

any negative impact. We commit to this as an act of goodwill towards our long-standing relationship with you and to maintain high quality standards even through changes in contracts and ongoing commitment to financial obligations. Where this is necessary, we will work with all parties to agree a realistic timeframe within which this support will be provided to deliver on expected quality standards and service level agreements.

Beyond this, we will support the development of in-house capability through the upskilling of internal teams in the use of the assessments which have been developed, if there is appetite for this. Our approach not only develops deep understanding of the specific assessment exercises used in role-specific assessment and development processes, but also builds the broader base skills involved in best practice assessment, development and interview practice. If required, we can also support you in creating and communicating your own best practice assessment use policy so that the standards and code of conduct of the British Psychological Society are upheld through CQC's assessment and selection practices

Assessment Services for Recruitment and Talent

Care Quality Commission

LOT 05 – Further Competition ESPO Framework Reference 3S-18

Marie Blakesley
Senior Consultant: Leadership & Talent Consultancy
Marie.Blakesley@gatenbysanderson.com

Elle Robinson
Senior Consultant: Leadership & Talent Consultancy
Elle.Robinson@gatenbysanderson.com

Barry McNeill
Partner – Practice Lead: Leadership & Talent Consultancy
Barry.McNeill@gatenbysanderson.com



Our understanding of your needs

Assessment and selection:



- Please describe how you would assist CQC in making changes to its assessment and selection processes that will result in an increase in the number of new hires from an underrepresented group.
- How would you support CQC in being more inclusive in the way that it assesses and selects candidates?

Talent Management



- Please describe how, through your talent assessment and development expertise, you would support CQC in challenging discrimination and improving the opportunity for colleagues, specifically those from either a Black, Asian and Minority Ethnic (BAME) background, or for disabled colleagues.



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Partnering with you to deliver meaningful impact in cultural change and transformation



Assessment and Selection

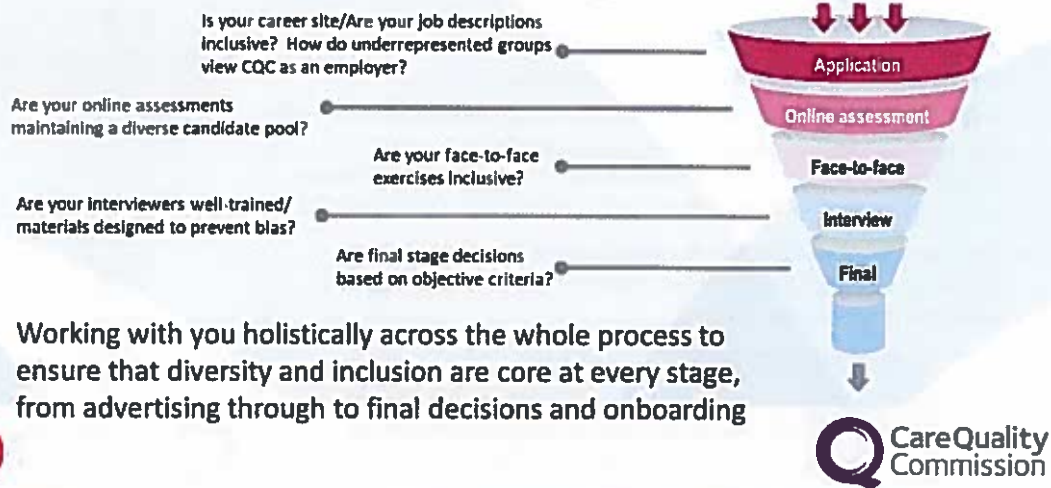


*Please describe how you would assist CQC
in **making changes to its assessment
and selection processes** that will result in
an **increase** in the number of new hires
from an **underrepresented group**.*





Auditing your full recruitment, assessment and selection process for inclusivity



Monitoring and analysis to identify and prevent adverse impact throughout the process

- **Adverse impact analysis:** 'in the moment' statistical analysis at every stage, ensuring that cut-offs do not disadvantage any group – by conducting this as a live part of the assessment process, you can ensure that cut-off decisions are grounded in a knowledge of the potential impact on the diversity of your candidate pool. Making this an integral part of the recruitment process.
- **Data review:** Analysis of trends over time help to identify where refinements need to be made to continue to support inclusivity and make the process more effective

	% passing White	% passing BAME	% passing no disability declared	% passing disability declared
Cut score 1	79%	60%	70%	75%
Cut score 2	62%	58%	57%	60%



CareQuality Commission

NMC Nursing & Midwifery Council

Transforming the employer reputation to attract a higher proportion of BAME

- Conducted attitudinal research to build deep understanding of candidate perception, issues of perceived inequality and how to better engage with a more diverse candidate pool.
- Developed a completely refreshed candidate attraction campaign, adjusting tone of voice and visual identity to transform candidate perceptions and employer brand.
- Created a fully customised situational judgement test to reinforce inclusive messages and ensure that people were selected on the basis of capability to perform in the role, not prior experience in similar positions.
- Analysed sifting data at every sift stage prior to cut-offs being set, to ensure that cut-points agreed did not cause adverse impact to any minority group

Outcome: 25% BAME application rate, maintained at every stage, through to appointment.

CareQuality Commission



*How would you support CQC in being
more inclusive in the way that it
assesses and selects candidates?*



Inclusive selection and assessment - process

- **Inclusive language throughout all materials and interactions**
 - Supporting you in reviewing these
 - Conducting research with potential applicants in specific cases
- **Interviewers / assessors**
 - Providing inclusivity / unconscious bias training and guidance for internal assessors and interviewers
 - Providing experienced, qualified assessors who can support your internal team but also increase the diversity of your assessor pool where needed, to ensure a truly inclusive process
- **Bespoke materials**
 - Developing them where these will provide a more inclusive assessment approach than off-the-shelf tools
 - Inclusivity review of existing materials developed internally





Inclusive selection and assessment – candidate experience

- **Up front information for candidates**
 - What to expect, allowing them to be better prepared and engaged
- **Best practice support in managing reasonable adjustments**
 - Chartered psychologists consulting with candidates and CQC to establish the adjustments required to make the assessment process inclusive for specific candidates. Tailored approach to specific individual needs.
- **Feedback**
 - To all, to demonstrate transparency and inclusivity
 - Onboarding and transition support for successful candidates; detailed feedback to support onboarding, team survey, 360 feedback to support rapid development



Inclusive selection and assessment – case study

We have supported Ofsted in the design and provision of hundreds of assessment centres since 2012. Below are examples of some of the reasonable adjustments we have made.

- **Dyslexia** – additional time, coloured papers, use of laptops and/or Dragon software
- **Physical / mental health requirements** – accessible locations, adjusting timings to allow additional or extended breaks, accommodating individual needs and challenges
- **Visual** – altering size and font of text, providing a reader, paper and pencil versions of tests
- **Hearing/speech** – providing sign language interpreter, briefing assessors / actors on interactions with those who need to lipread
- **Other needs** – providing facilities for a breastfeeding mother to express, rescheduling for those experiencing personal problems, scheduling to accommodate religious fasting



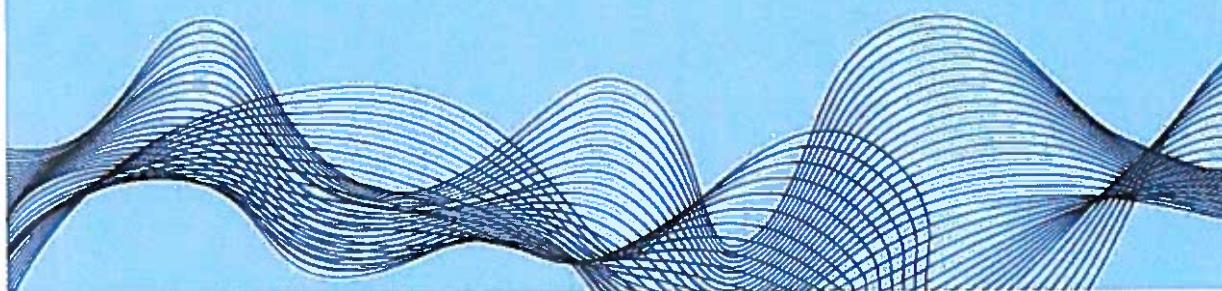
Talent Management



*Please describe how, through your talent assessment and development expertise, you would support CQC in **challenging discrimination and improving the opportunity** for colleagues, specifically those from either a Black, Asian and Minority Ethnic (BAME) background, or for disabled colleagues.*



Who is GatenbySanderson?



GatenbySanderson
finds and **develops**
leaders who shape
a better society



Collaboration



Curiosity



Courage



GatenbySanderson 'at a glance'



Public Sector Specialists
SME dedicated to talent advisory work in the 40% of the economy that does not trade for a profit. Head-quartered in Leeds with offices in London and Birmingham. Hold numerous large-scale contracts pan-Government.



People Analytics
Significant data collection and Insight business, enabling the identification of potential and benchmarking. Research-driven Altitude model provides benchmark for public sector leadership selection and development.



Design and innovation
Partnering with clients across highly regulated and scrutinised environments: Central and Local Government, Regulation, Defence, Housing, Transport and Infrastructure, Health, Education and Not-for-Profit.



Thought Leadership Research
Rolling thought leadership agenda alongside sector bodies, key influencers and think tanks. Pro bono programmes supporting place-based needs and increased BAME and female representation on boards in Health and Housing.

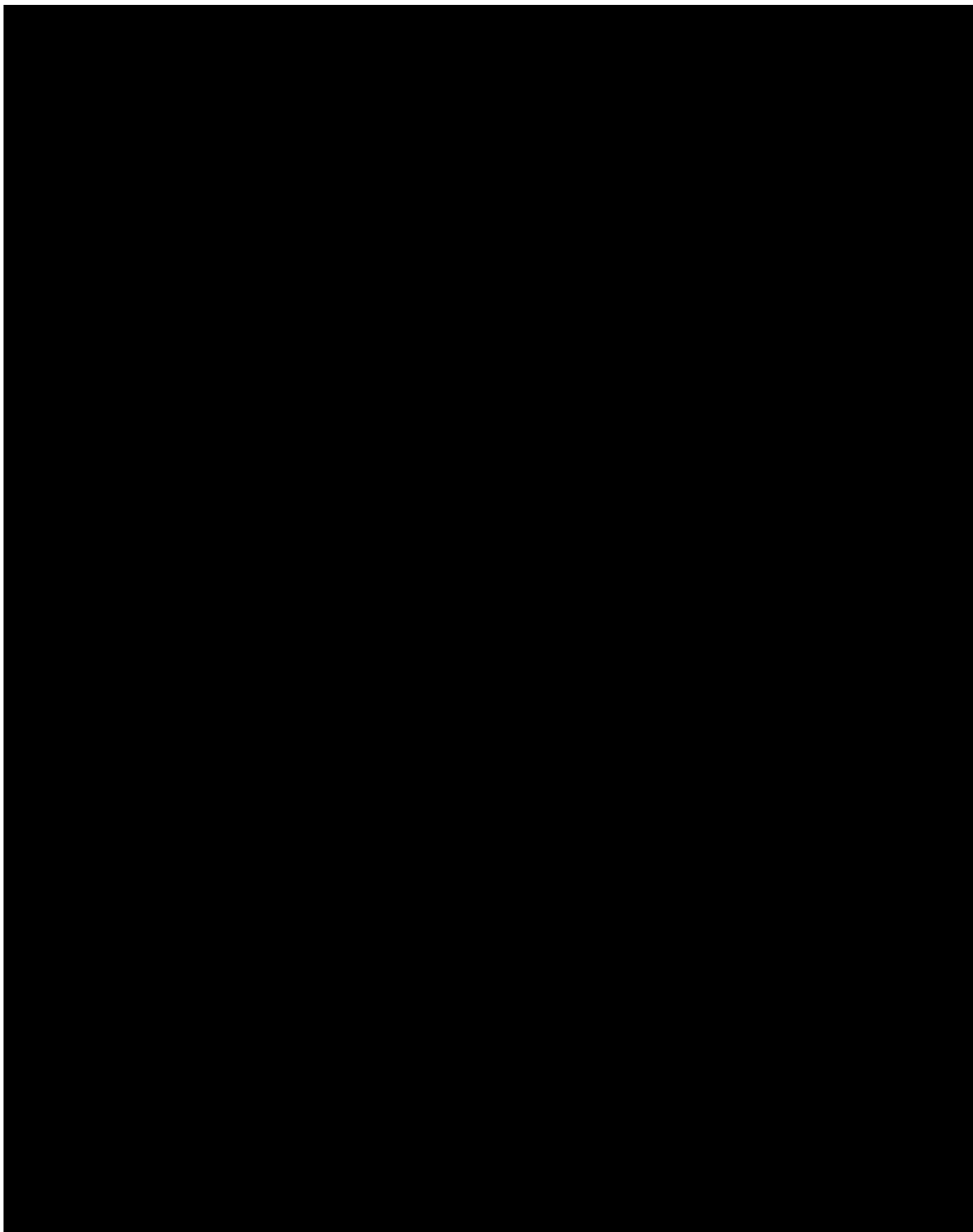


GatenbySanderson's commitment to diversity

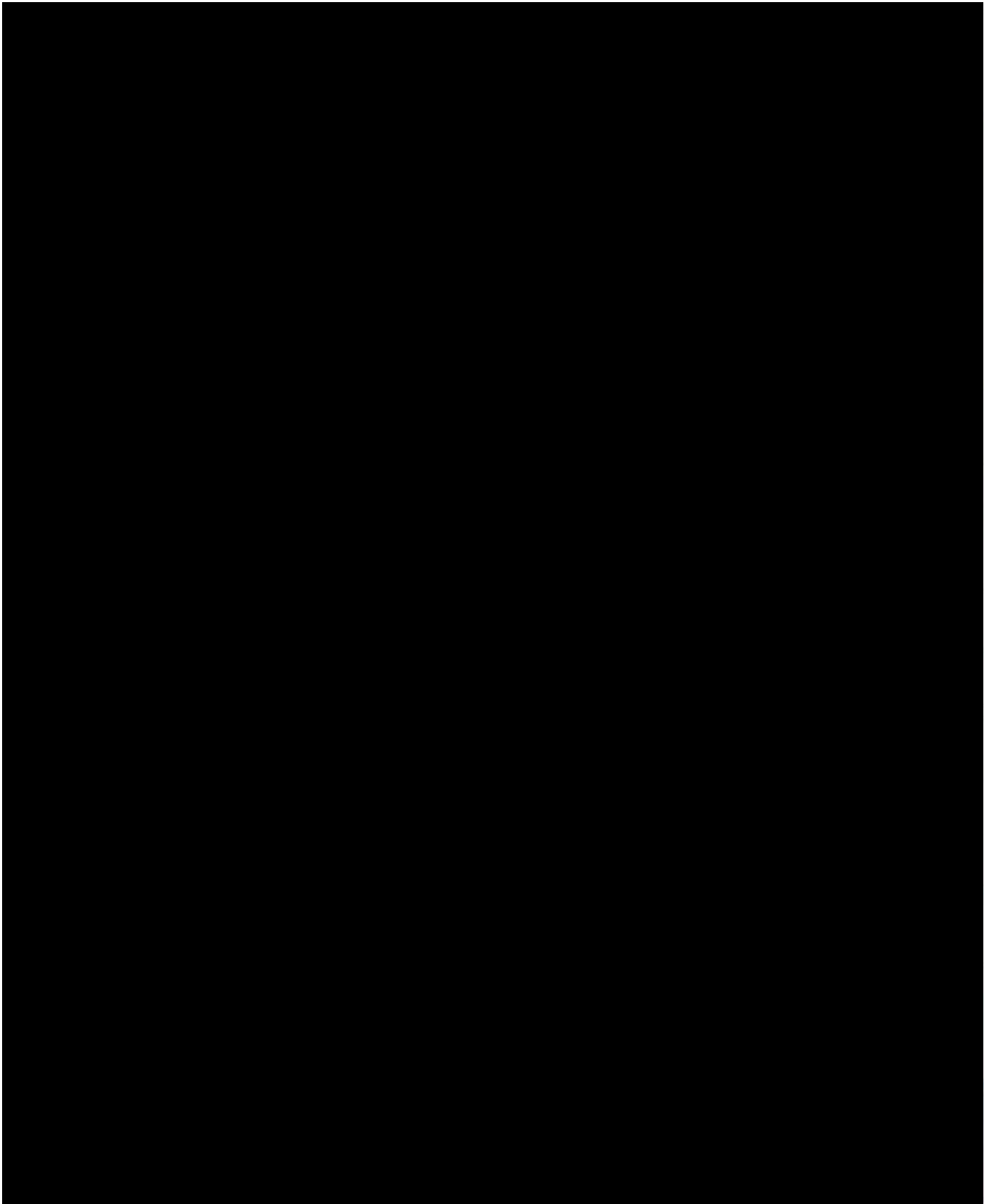
- Internal Diversity & Inclusion Group
- ENEI – Organisational Member
- Signed up as a Disability Confident supplier
- Signed up to the voluntary code of conduct: Hampton Alexander Review
- Insight Programme (for aspirant BAME NEDs)



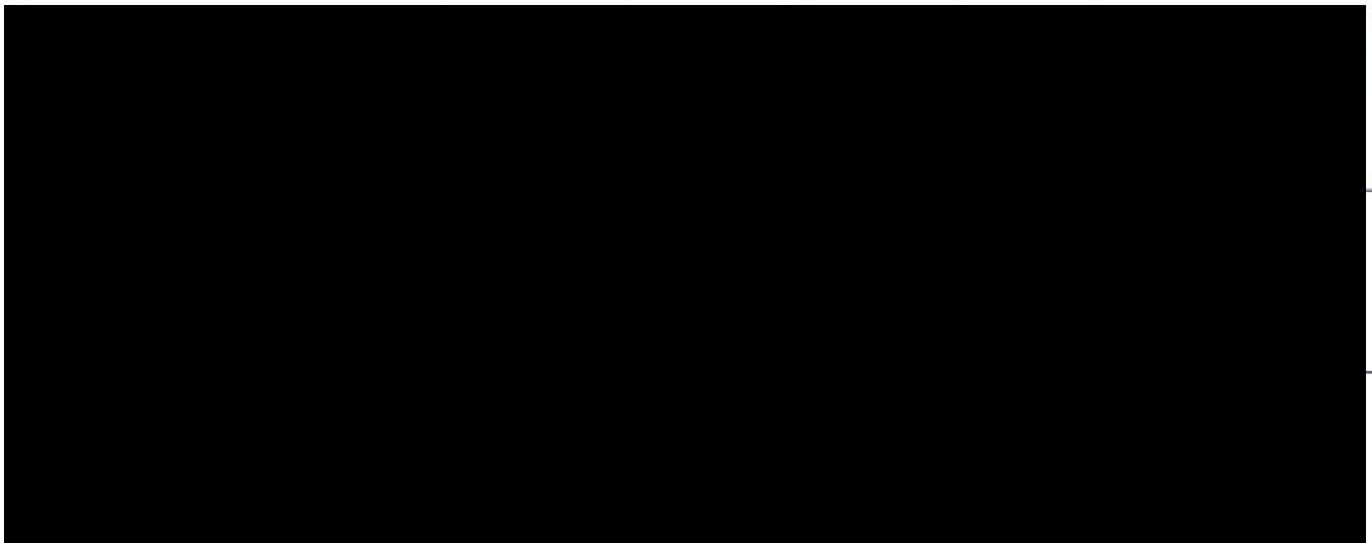
	Activity inputs required to deliver	Activity inputs required to deliver	Activity inputs required to deliver	Activity inputs required to deliver	Activity inputs required to deliver
Assessment Costings for	Customer Contact Centre (Virtual /Scenario /online assessments)	Personality psychometric testing Assessments (e.g. Wave / Hogan)	Verbal online assessments - various	Numeric online assessments - various	Senior Talent Career Development (includes 360, psychometrics, feedback, coaching, data analysis, reporting and presentation)
	Cost £ inc VAT	Cost £ inc VAT	Cost £ inc VAT	Cost £ inc VAT	Cost £ inc VAT



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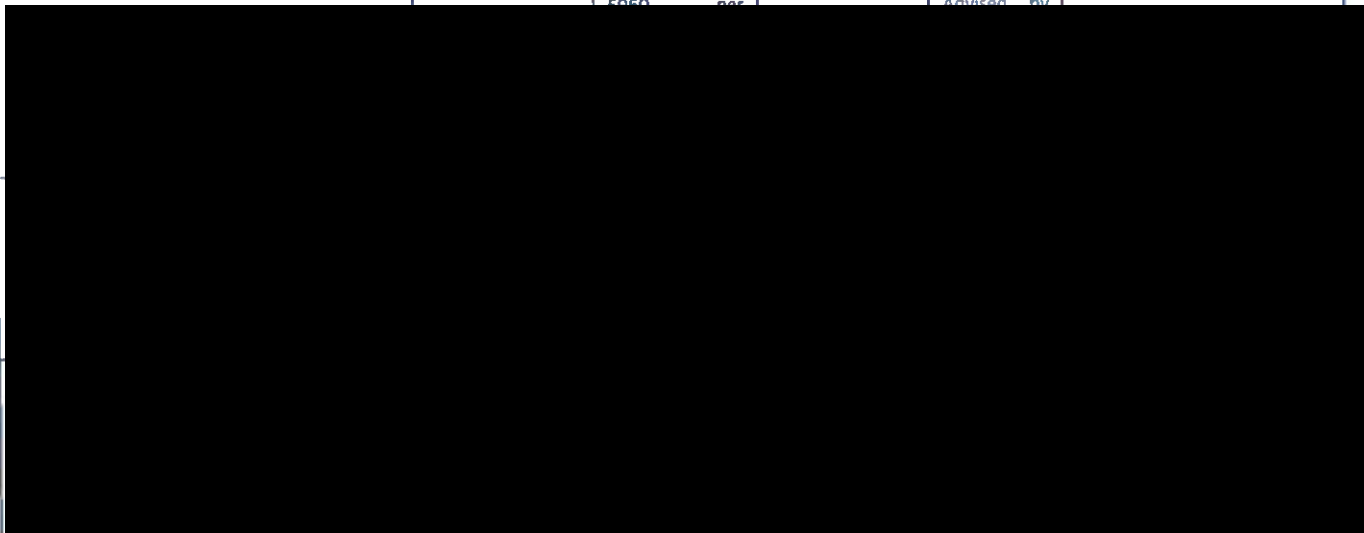


the 66 Affidavit model

6060

895

Advised by



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Cost updated for one person only as requested

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VAT is included at 20% which is the rate on 24/05/2019

Costs have been provided for specific tests (verbal, numerical, customer contact centre, 360 and personality tests are the ones we use with you now and know work well for you)

Key Personnel of the Service Provider to be involved in the provision of the Goods, Services and Deliverables

C M E A S P C E	
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4. PERFORMANCE OF THE GOODS AND/OR SERVICES AND DELIVERABLES

Implementation Plan and Milestones or e.g. delivery schedule (including dates for completion and/or delivery)

Description	Target Date	Action to Achieve Milestone	Review Date
Success of campaign	30 days after campaign	List of suitable candidates	
Success in filling post	3 months after campaign	Candidate in post	
Provide written reports on each candidate to the Client Recruitment Team	Within one week of assessment	7 working days	Provide written reports on each candidate to the Client Recruitment Team
Correct Invoicing Issued with supporting back ground MI	After campaign	Candidate in place	
Submit Invoice representative a detailed breakdown of expenditure against the rate cards.	Within 10 days of completion of work		

Critical Service Failure

(i) In relation to the required Assessment services for **Recruitment and Talent (Design and Delivery)** a Critical Service Failure shall include a delay in servicing the demand for Assessment Services for **Recruitment and Talent (Design and Delivery)** ordered by the Customer in excess of 24 hours more than once in any three (3) Month period or more than three times in any rolling twelve (12) month period.

(ii) In relation to the Recruitment and Talent (Design and Delivery)service a Critical Service Failure shall mean a loss of two (2) or more during core hours (08:00 – 18:00 Mon – Fri

excluding bank holidays) for more than 24 hours accumulated in three (3) Month period, or 48 hours in any rolling twelve (12) month period.

The default period is three months if less than three months is required then an alternative period should be inserted above.

Monitoring

Indicator	Measured by	Reference Point or Target	Review Date
Timeliness of provision	Online and off the shelf products delivered on time in line with agreed timetables or project plans	From contract start date; ongoing	Ongoing, by campaign or where needed – formally reviewed every 6 months
Effectiveness of candidate management	Measured by numbers of issues arising as a result of candidate management practices / candidate satisfaction levels	From contract start date; ongoing	Ongoing, number of issues or complaints to be formally reviewed every 6 months
Target time for dealing with escalations, problems or issues, as they arise	Measured by numbers of escalated issues to CQC; issues to be dealt with – 24 hours	From contract start date; ongoing	Ongoing, number of issues or complaints to be formally reviewed every 6 months
Provision management information of	Monthly reports on spend	From contract start date; ongoing	Monthly reporting

Management Information

Management Information to be provided as agreed. MI data 3 days before agreed performance review meeting.

5. CUSTOMER RESPONSIBILITIES

Customer's Responsibilities (where appropriate)

CQC will appoint a representative to manage the service during the period of the requirement delivery. The overall relationship will be managed by the Head of Recruitment and Talent or nominated deputy; with day to day workflow instructed by the recruitment team and contract arrangements managed by a member of the HR team. Contract management meetings to be held.

CQC will hold formal review meetings on a quarterly or six-monthly basis reviewing areas as outlined in the Contract Management section.

Monthly service meetings will also be required and the contents will be agreed prior to contract award.

Customer's equipment (where appropriate)

NOT USED

6. CHARGES AND PAYMENT

6.1 Contract Charges payable by the Customer (including any applicable discount but excluding VAT), payment profile and method of payment (e.g. BACS))

The Service provider should submit valid invoice for payment to the following address quoting the purchase order provided.

Care Quality Commission
T70 Payables F175
Phoenix House, Topcliffe Lane
Wakefield, West Yorkshire
WF3 1WE

6.2 Details of any Customer Rebate (if any) agreed in accordance with clause 11.5.

Not used

7. CONFIDENTIAL INFORMATION

The following information shall be deemed Commercially Sensitive Information:

No Commercially Sensitive Information indicated in response document.

8. PROCESSING, PERSONAL DATA AND DATA SUBJECTS

The Service Provider shall comply with any further written instructions with respect to processing by the Customer.

Any such further instructions shall be incorporated into the table below.

Description	Details
Subject matter of the processing	Information relating to the provision of the design and delivery of bespoke assessments for a variety of job roles across the organisation
Duration of the processing	1 st October 2019 to 30 th September 2021 (if option to extend implemented duration would be to 30 th September 2022)
Nature and purposes of the processing	<p>Collecting, recording and storing of information for the purposes of delivering bespoke assessment centres, including psychometric test scores to support both the external recruitment of colleagues and understanding of our internal talent profile.</p> <p>The purpose of this data is to support CQC in understanding the incoming talent profile via the recruitment support element, along with the internal talent profile of senior and middle-management grades, enabling those colleagues to understand their own development requirements in the context of their future potential and progression.</p>
Type of Personal Data	Types of personal data will include; name, address, date of birth, NI number, telephone number, email address, pay, diversity data and assessment centre scoring for any applicable psychometric testing.
Categories of Data Subject	All candidates and existing staff members, including those on fixed-term contracts.
Plan for return and destruction of the data once the processing is complete unless requirement under union or member state law to preserve that type of data.	Data will be returned following each campaign and retained for 2 years before destroyed.

9. AGREED AMENDMENTS TO THE CALL-OFF TERMS

The following amendments shall be deemed to be made to the Call-Off Terms:

Not used

Amendments should only be included where a further competition has been conducted under the framework agreement and amendments have been communicated and agreed by the Service Provider. List details any amendments to the Call-Off Terms that have been agreed between you and the Service Provider.

Guidance contained in this document is intended for use by ESPO employees however it is made available to ESPO customers. ESPO customers must seek their own legal advice as to the content and drafting of this document.

THE CUSTOMER

- and -

THE SERVICE PROVIDER

CALL-OFF TERMS

relating to

STRATEGIC HR SERVICES

CONTRACT REF

3S_18

CALL-OFF TERMS

BETWEEN

- (1) The customer identified in the Form of Contract (the "Customer"); and
- (2) The company identified in the Form of Contract (the "Service Provider").

WHEREAS

- (A) "ESPO" selected framework providers, including the Service Provider, to provide Goods and/or Services;
- (B) the Service Provider undertook to provide the Goods and/or Services on the terms set out in a Framework Agreement number 3S_18 dated 01 May 2018 (the "Framework Agreement");
- (C) ESPO and the Service Provider have agreed that public sector bodies within the UK may enter into Contracts under the Framework Agreement with the Service Provider for the Service Provider to supply Goods and/or Services;
- (D) The Customer enters into this Contract on the terms hereinafter appearing.

GENERAL PROVISIONS

a. Definitions

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

"Affiliates"	means in relation to a body corporate, any other entity which directly or indirectly Controls, is Controlled by, or is under direct or indirect common Control of that body corporate from time to time;
"Affected Party"	means the party seeking to claim relief in respect of a Force Majeure;
"Approval"	means the prior written consent of the Customer and "Approve" and "Approved" shall be construed accordingly;
"Assignment"	means the fixed period of time that a Temporary Worker is placed with the Customer;
"Auditor"	means the National Audit Office or an auditor appointed by the Audit Commission as the context requires;
"BCDR Plan"	means any plan relating to business continuity and disaster recovery as referred to in the Master Contract Schedule and/or any other Contract Document;

"Call-off Terms"	means these terms and conditions in respect of the provision of the Goods and/or Services, together with the schedules hereto;
"Change in Law"	means any change in Law or policy which impacts on the supply of the Goods and/or Services and performance of the Call-off Terms which comes into force after the Commencement Date;
"Commencement Date"	means the date set out in the Master Contract Schedule and/or the Form of Contract Document;
"Commercially Sensitive Information"	means the confidential information listed in set out at Schedule 9 of the Framework Agreement (if any) the Master Contract Schedule and/or a Contract Document comprising of commercially sensitive information relating to the Service Provider, its IPR or its business or which the Service Provider has indicated to the Customer that, if disclosed by the Customer, would cause the Service Provider significant commercial disadvantage or material financial loss;
"Confidential Information"	means the Customer's Confidential Information and/or the Service Provider's Confidential Information;
"Continuous Improvement Plan"	means a plan for improving the provision of the Services and/or reducing the charges produced by the Service Provider pursuant to schedule 6 of the Framework Agreement;
"Contract"	means the contract entered into by the Customer and the Service Provider pursuant to Framework Schedule 4 (Ordering Procedure) of the Framework Agreement comprising of the Form of Contract Document, these Call-Off Terms, the schedules hereto, the Master Contract Schedule and any other Contract Document;
"Contract Document"	means all documents listed in the Form of Contract Document and/or within a schedule referred to in the Form of Contract Document;
"Contract Period"	means the period from the Commencement Date to: <ul style="list-style-type: none">a) the Expiry Date; orb) such earlier date of termination or partial termination of the Contract in accordance with Law or the provisions of the Contract;
"Contract Charges"	means the prices (exclusive of any applicable VAT), payable to the Service Provider by the Customer under the Contract, as set out in the Master Contract Schedule and/or any other Contract Document, for the full and proper performance by the Service Provider of its obligations under the Contract less any Service Credits;

"Contracting Authority"	means any contracting authority as defined in Regulation 2 of the Public Contracts Regulations 2015 other than the Customer;
"Control"	means control as defined in section 1124 Corporation Tax Act 2010 and "Controls" and "Controlled" shall be interpreted accordingly;
"Controller"	shall take 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.);
"Critical Service Failure"	shall have the meaning given in the Master Contract Schedule and/or any other Contract Document;
"Customer Data"	<p>means:</p> <p>(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, and which:</p> <p>(i) are supplied to the Service Provider by or on behalf of the Customer; or</p> <p>(ii) the Service Provider is required to generate, process, store or transmit pursuant to the Contract; or</p> <p>(b) any Personal Data for which the Customer is the Data Controller;</p>
"Customer Pre-Existing IPR"	shall mean any Intellectual Property Rights vested in or licensed to the Customer prior to or independently of the performance by the Service Provider of its obligations under the Contract and including, for the avoidance of doubt, guidance, specifications, instructions, toolkits, plans, data, drawings, databases, patents, patterns, models and designs;
"Customer's Premises"	the premises identified in the Master Contract Schedule and/or any other Contract Document and which are to be made available for use by the Service Provider for the provision of the Goods and/or Services on the terms set out in the Contract;

"Customer Rebate"	means the rebate sum (if any) agreed by the Customer and the Service Provider in accordance with clause 11.5;
"Customer Responsibilities"	means the responsibilities of the Customer set out in the Master Contract Schedule and/or any other Contract Document;
"Customer Representative"	means the representative appointed by the Customer from time to time in relation to the Contract;
"Customer's Confidential Information"	means all Personal Data and any information, however it is conveyed, that relates to the business, affairs, developments, trade secrets, know-how, personnel, and Service Providers of the Customer, including all IPRs, together with all information derived from any of the above, and any other information clearly designated as being confidential (whether or not it is marked "confidential") or which ought reasonably be considered to be confidential;
"Data Loss Event"	means any event that results, or may result, in unauthorised access to Personal Data held by the Service Provider under this Contract, and/or actual or potential loss and/or destruction of Personal Data in breach of this Contract, including any Personal Data Breach;
"Data Protection Legislation"	means(i) the GDPR, the LED and any applicable national implementing Laws as amended from time to time (ii) the DPA 2018 (subject to Royal Assent) 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 Impact Assessment"	Means an assessment by the Controller of the impact of the envisaged processing on the protection of Personal Data;
"Data Protection Officer"	shall take the meaning given in the GDPR;
"Data Subject"	shall take the meaning given in the GDPR
"Data Subject Access Request"	means a request made by, or on behalf of, a Data Subject in accordance with rights granted pursuant to the Data Protection Legislation to access their Personal Data;
"Default"	means any breach of the obligations of the Service Provider (including but not limited to fundamental breach or breach of a fundamental term) or any other default, act, omission, negligence or negligent statement of the Service Provider or Service Provider's Staff in connection with or in relation to the subject-matter of the Contract and in respect of which the Service Provider is liable to the Customer;

"Delay Payments"	means the amounts set out or amounts calculated in accordance with the formula set out in the Master Contract Schedule and/or any other Contract Document;
"Deliverables"	means those deliverables listed in the Master Contract Schedule and/or any other Contract Document (if any);
"Delivery"	means the time at which the Goods and/or Services have been installed by the Service Provider and the Customer has issued the Service Provider with confirmation in respect thereof and "Deliver" and "Delivered" shall be construed accordingly;
"Dispute Resolution Procedure"	means the dispute resolution procedure set out in clause 42.2;
"DPA 2018"	means Data Protection Act 2018;
"Employment Checks"	means the pre-appointment checks that are required by law and applicable guidance, including without limitation, verification of identity checks, right to work checks, registration and qualification checks, employment history and reference checks, criminal record checks and occupational health checks;
"Environmental Information Regulations"	means the Environmental Information Regulations 2004 together with any guidance and/or codes of practice issued by the Information Commissioner or relevant government department in relation to such regulations;
"Equality Legislation"	means the Equality Act 2010, the Human Rights Act 1998 and such other acts and legislation to ensure, among others; equality of access to goods and services; promotion of good relations between groups in society; the provision of reasonable adjustments for people with disabilities; and equality in employment; equality legislation shall help organisations and providers to meet their obligations under anti-discrimination laws;
"Equipment"	means the Service Provider's hardware, computer and telecoms devices, equipment, plant, materials and such other items supplied and used by the Service Provider (but not hired, leased or loaned from the Customer) in the performance of its obligations under the Contract which, for the avoidance of doubt does not include the Goods;
"ESPO"	means Leicestershire County Council, acting in its capacity as servicing authority to a joint committee known as ESPO, established under the Local Government Act 1972 (section 101 (5) and section 102) and section 9EB of the Local Government Act 2000, whose place of business is at of Barnsdale Way, Grove Park, Enderby, Leicester, LE19 1ES.

"Expiry Date"	means the date set out in the Master Contract Schedule and/or any other Contract Document;
"Form of Contract"	means the document in the form set out at Schedule 3 of the Framework Agreement signed by the Customer and the Service Provider and which lists all of the Contract Documents;
"FOIA"	means the Freedom of Information Act 2000 and any subordinate legislation made under that Act from time to time together with any guidance and/or codes of practice issued by the Information Commissioner or relevant government department in relation to such legislation;
"Force Majeure"	<p>means any event, occurrence or cause affecting the performance by either the Customer or the Service Provider of its obligations arising from:</p> <ul style="list-style-type: none">c) acts, events, omissions, happenings or non-happenings beyond the reasonable control of the Affected Party;d) riots, war or armed conflict, acts of terrorism, nuclear, biological or chemical warfare;e) acts of government, local government or Regulatory Bodies;f) fire, flood or any disaster acts, events, omissions, happenings or non-happenings beyond the reasonable control of the Affected Party;g) 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 Service Provider, the Service Provider's Staff or any other failure in the Service Provider or the Sub-Contractor's supply chain; andii) any event or occurrence which is attributable to the wilful act, neglect or failure to take reasonable precautions against the event or occurrence by the Party concerned;
"GDPR"	means the General Data Protection Regulation (Regulation (EU) 2016/679;
"Good Industry Practice"	means standards, practices, methods and procedures conforming to the Law and the exercise of the degree of skill and care, diligence, prudence and foresight which would reasonably and ordinarily be expected from a skilled and experienced person or body engaged within the relevant industry or business sector;

"Goods and/or Services"	means the goods and/or services to be supplied as specified in the Form of Contract, Master Contract Schedule and/or any other Contract Document;
"Holding Company"	shall have the meaning given to it in section 1159 and Schedule 6 of the Companies Act 2006;
"Implementation Plan"	means the plan referred to in the Master Contract Schedule and/or any other Contract Document produced and updated in accordance with Schedule 2;
"Information"	has the meaning given under section 84 of the FOIA;
"Initial Term"	the period commencing on the Commencement Date and ending on the Expiry Date;
"Intellectual Property Rights" or "IPRs"	<p>means:</p> <ul style="list-style-type: none"> a) copyright, rights related to or affording protection similar to copyright, rights in databases, patents and rights in inventions, semi-conductor topography rights, service marks, logos, database rights, trade marks, rights in internet domain names and website addresses and other rights in trade or business names, design rights (whether registrable or otherwise), Know-How, trade secrets and, moral rights and other similar rights or obligations; 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 whether registrable or not having equivalent or similar effect in any country or jurisdiction (including but not limited to the United Kingdom) and the right to sue for passing off;
ITT Response	means the response submitted by the Service Provider to the Invitation to Tender issued by the Customer on [insert date];
"Key Personnel"	means the individuals (if any) identified in the Master Contract Schedule and/or any other Contract Document;
"Know-How"	means all ideas, concepts, schemes, information, knowledge, techniques, methodology, and anything else in the nature of know-how relating to the Goods and/or Services but excluding know-how already in the Service Provider's or the Customer's possession before the 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 Contractor is bound to comply;
"LED"	means Law Enforcement Directive (Directive (EU) 2016/680);
"Management Information"	means the management information specified in Framework Schedule 7 (Management Information Requirements);
"Master Contract Schedule"	means the schedule attached to the Form of Contract at Schedule 3 of the Framework Agreement;
"Milestone"	means an event or task described in the Implementation Plan which must be completed by the corresponding date set out in such plan;
"Milestone Date"	means the date set against the relevant Milestone in the Implementation Plan;
"Mirror Framework"	means any framework agreement entered into by the Service Provider and a company owned by ESPO;
"Month"	means calendar month and "monthly" shall be interpreted accordingly;
"Parent Company"	means any company which is the ultimate Holding Company of the Service Provider and which is either responsible directly or indirectly for the business activities of the Service Provider or which is engaged by the same or similar business to the Service Provider;
"Party"	means the Service Provider or the Customer and "Parties" shall mean both of them;
"Personal Data"	shall take the meaning given in the GDPR;;
"Personal Data Breach"	shall take the meaning given in the GDPR;
"Premises"	means the location where the Services are to be provided and/or the Goods are to be supplied, as set out in the Master Contract Schedule and/or any other Contract Document;
"Processor"	shall take the meaning given in the GDPR;

"Prohibited Act"

Means:

a) to directly or indirectly offer, promise or give any person working for or engaged by the Customer and/or ESPO a financial or other advantage to:

i) induce that person to perform improperly a relevant function or activity; or

ii) reward that person for improper performance of a relevant function or activity; or

b) committing any offence:

i) under the Bribery Act 2010; or

ii) under legislation creating offences concerning fraudulent acts; or

iii) at common law concerning fraudulent acts relating to the Contract or any other contract with ESPO and/or Customer and/or any other Contracting Body; or

c) defrauding, attempting to defraud or conspiring to defraud ESPO and/or the Customer or any other Contracting Body

"Project Specific IPRs"

means:

(a) IPRs in the Services, Deliverables and/or Goods provided by the Service Provider (or by a third party on behalf of the Service Provider) specifically for the purposes of the Contract and all updates and amendments of these items created during the Contract Period; and/or

(b) IPRs arising as a result of the provision of the Services, Deliverables and/or Goods by the Service Provider (or by a third party on behalf of the Service Provider) under the Contract,

"Property"

means the property, other than real property and IPR, issued or made available to the Service Provider by the Customer in connection with the Contract;

"Protective Measures"

means 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;

"Public Contracts Directive"	means Directive 2014/24/EU of the European Parliament and of the Council;
"Quality Standards"	means the quality standards published by BSI British Standards, the National Standards Body of the United Kingdom, the International Organisation for Standardisation or other reputable or equivalent body (and their successor bodies), that a skilled and experienced operator in the same type of industry or business sector as the Service Provider would reasonably and ordinarily be expected to comply with (as may be further detailed in the Master Contract Schedule and/or any other Contract Document) and any other applicable quality standards, Government codes of practice and guidance;
"Regulated Activity"	means any work which is currently defined as a regulated activity relating to children or vulnerable adults within the meaning of Schedule 4 Part 1 (Children) or Part 2 (Vulnerable Adults) of the Safeguarding Vulnerable Groups Act 2006;
"Regulatory Bodies"	means those government departments and regulatory, statutory and other entities, committees, ombudsmen and bodies which, whether under statute, rules, regulations, codes of practice or otherwise, are entitled to regulate, investigate, or influence the matters dealt with in the Contract or any other affairs of the Customer;
"Related Service Provider"	means any person who provides services to the Customer which are related to the Services from time to time;
"Replacement Service Provider"	any third party Service Provider of Replacement Services appointed by the Customer from time to time;
"Replacement Service"	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 expiry or termination of the Contract, whether those services are provided by the Customer internally and/or by any third party;
"Request for Information"	means a request for information or an apparent request relating to the Contract or the provision of the Services or an apparent request for such information under the Code of Practice on Access to Government Information, FOIA or the Environmental Information Regulations;
"Service Credits"	means the sums referred to or sums calculated in accordance with Schedule 2 being payable by the Service Provider in respect of any failure by the Service Provider to meet one or more Service Levels;

"Service Levels"	means any service levels applicable to the provision of the Services as referred to Schedule 2;
"Service Provider"	means the person, firm or company with whom the Customer enters into the Contract as identified in the Form of Contract;
"Service Provider Personnel"	means all directors, officers, employees, agents, consultants and contractors of the Service Provider and/or of any Sub-Contractor engaged in the performance of its obligations under this Contract;
"Service Provider Pre-Existing IPR"	shall mean any Intellectual Property Rights vested in or licensed to the Service Provider prior to or independently of the performance by the Customer of its obligations under the Contract and including, for the avoidance of doubt, guidance, specifications, instructions, toolkits, plans, data, drawings, databases, patents, patterns, models and designs;
"Service Provider's Representative"	means the representative appointed by the Service Provider from time to time in relation to the Contract;
"Service Provider Solution"	means the Service Provider's solution for the provision of the Goods and/or Services as referred to in the Master Contract Schedule and/or another Contract Document referred to in the Form of Contract;
"Service Provider's Confidential Information"	means any information, however it is conveyed, that relates to the business, affairs, developments, trade secrets, know-how, personnel and Service Providers of the Service Provider, including IPRs, together with information derived from the above, and 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;
"Services"	means the services to be supplied as referred to in the Form of Contract, the Master Contract Schedule and the Contract Documents. For the avoidance of doubt, the performance of the Assignment by the Temporary Worker does not form part of the Services;
"Sites"	means any premises from which the Services are provided or from which the Service Provider manages, organises or otherwise directs the provision or the use of the Services;

"Staff"	means all persons employed by the Service Provider and/or any Sub-Contractor to perform its obligations under the Contract together with the Service Provider's and/or any Sub-Contractor's servants, consultants, agents, Service Providers and Sub-Contractors used in the performance of its obligations under the Contract. For the avoidance of doubt, Temporary Workers shall not be deemed to be Staff;
"Sub-Contract"	means any contract or agreement or proposed contract or agreement between the Service Provider and any third party whereby that third party agrees to provide to the Service Provider the Goods and/or Services or any part thereof or facilities, goods or services necessary for the provision of the Goods and/or Services or any part thereof or necessary for the management, direction or control of the Goods and/or Services or any part thereof;
"Sub-Contractor"	means the third party with whom the Service Provider enters into a Sub-Contract or its servants or agents and any third party with whom that third party enters into a Sub-Contract or its servants or agents;
"Sub-processor"	means any third Party appointed to process Personal Data on behalf of the Service Provider related to this Contract;
"Technical Standards"	means the technical standards set out in the Framework Agreement and if applicable the Master Contract Schedule and/or another Contract Document referred to in the Form of Contract;
"Temporary Worker"	means a person engaged by the Service Provider under a contract for services or via a limited company and provided on Assignment to the Customer;
"Tender"	means the tender submitted by the Service Provider to the Customer in response to the Customer's invitation to Service Providers for formal offers to supply it with the Goods and/or Services pursuant to the Framework Agreement;
"Term"	the period of the Initial Term as may be varied by: (a) any extensions to this Contract which are agreed pursuant to clause 3; or (b) the earlier termination of this Contract in accordance with its terms;
"TFEU"	means the Treaty on the Functioning of the European Union (OJ No. C 115);

"Transferring Goods"	means Goods, title to which transfers between the Parties in accordance with clause 4.6.1;
"Treaties"	means the Treaty of the European Union (OJ No. C 115) and TFEU;
"Undelivered Goods"	shall have the meaning given in clause 4.5.8;
"Variation"	has the meaning given to it in clause 33;
"Variation Procedure"	means the procedure set out in clause 33;
"VAT"	means value added tax in accordance with the provisions of the Value Added Tax Act 1994;
"Working Day"	means any day other than a Saturday or Sunday or public holiday in England and Wales.

1.1 Interpretation

The interpretation and construction of the Contract shall be subject to the following provisions:

- 1.1.1 words importing the singular meaning include where the context so admits the plural meaning and vice versa;
- 1.1.2 words importing the masculine include the feminine and the neuter;
- 1.1.3 the words "include", "includes" and "including" "for example" and "in particular" and words of similar effect are to be construed as if they were immediately followed by the words "without limitation" and shall not limit the general effect of the words which precede them;
- 1.1.4 references to any person shall include natural persons and partnerships, firms and other incorporated bodies and all other legal persons of whatever kind and however constituted and their successors and permitted assigns or transferees;
- 1.1.5 the schedules form part of the Contract and shall have effect as if set out in full in the body of the Contract. Any reference to the Contract includes the schedules;
- 1.1.6 references to any statute, enactment, order, regulation or other similar instrument shall be construed as a reference to the statute, enactment, order, regulation or instrument as amended by any subsequent enactment, modification, order, regulation or instrument as subsequently amended or re-enacted;
- 1.1.7 headings are included in the Contract for ease of reference only and shall not affect the interpretation or construction of the Contract;

- 1.1.8 references to "clauses" and "schedules" are, unless otherwise provided, references to the clauses of and schedules to this Contract. References to "paragraphs" are, unless otherwise provided, references to paragraphs of the schedule in which the references are made;
- 1.1.9 terms or expressions contained in this Contract which are capitalised but which do not have an interpretation in clause 1 shall be interpreted in accordance with the Framework Agreement save for such words as do not have an interpretation in the Framework Agreement in which case they shall be interpreted in accordance with the common interpretation within the relevant market sector/industry where appropriate. Otherwise they shall be interpreted in accordance with the dictionary meaning;
- 1.1.10 reference to a clause is a reference to the whole of that clause unless stated otherwise; and
- 1.1.11 in the event of and only to the extent of any conflict between the Master Contract Schedule, these Call-Off Terms, any other Contract Document any document referred to in the clauses of the Contract and the Framework Agreement, the conflict shall be resolved in accordance with the following order of precedence:
 - 1.1.11.1 the Framework Agreement;
 - 1.1.11.2 these Call-Off Terms;
 - 1.1.11.3 the Master Contract Schedule; and
 - 1.1.11.4 any other Contract Document or document referred to in these Call-Off Terms.

2. DUE DILIGENCE

- 2.1 The Service Provider acknowledges that it:
 - 2.1.1 has made and shall make its own enquiries to satisfy itself as to the accuracy and adequacy of any information supplied to it by or on behalf of the Customer;
 - 2.1.2 has raised all relevant due diligence questions with the Customer before the Commencement Date; and
 - 2.1.3 has entered into this Contract in reliance on its own due diligence alone.
- 2.2 The Customer hereby confirms that it has all requisite authority to enter into the Contract.

3. CONTRACT PERIOD

- 3.1 This Contract shall take effect on the Commencement Date and shall continue for the Term.
- 3.2 The Customer may extend this Contract beyond the Initial Term by a further period or periods as stated in the Master Contract Schedule (Extension Period). If the Customer wishes to extend this Contract, it shall give the Service Provider three (3) months' written notice of such intention before the expiry of the Initial Term or Extension Period.
- 3.3 If the Customer gives such notice then the Term shall be extended by the period set out in the notice.
- 3.4 If the Customer does not wish to extend this Contract beyond the Initial Term this Contract shall expire on the expiry of the Initial Term and the provisions of clause 20 shall apply.

4. SUPPLY OF GOODS AND/OR SERVICES

4.1 Supply of the Goods and/or Services

- 4.1.1 The Service Provider shall supply the Goods and/or Services in accordance with the Implementation Plan.
- 4.1.2 The Service Provider shall supply the Goods and/or Services during the Contract Period in accordance with the Customer's requirements as set out in this Contract in consideration for the payment of the Contract Charges. The Customer may inspect and examine the manner in which the Service Provider supplies the Goods and/or Services at the Premises during normal business hours on reasonable notice.
- 4.1.3 If the Customer informs the Service Provider in writing that the Customer reasonably believes that any part of the Goods and/or Services does not meet the requirements of the Contract or differs in any way from those requirements, the Service Provider shall at its own expense re-schedule and carry out the Goods and/or Services in accordance with the requirements of the Contract within such reasonable time as may be specified by the Customer.
- 4.1.4 The Service Provider accepts responsibility for all damage to, shortage or loss of the Ordered Goods if:
 - 4.1.4.1 the same is notified in writing to the Service Provider within three (3) Working Days of receipt of the Ordered Goods by the Customer; and
 - 4.1.4.2 the Ordered Goods have been handled by the Customer in accordance with the Service Provider's instructions.

4.1.5 Where the Service Provider accepts responsibility under clause 4.1.4 it shall, at its sole option, replace or repair the Ordered Goods (or part thereof) which have been proven, to the Service Provider's reasonable satisfaction, to have been lost or damaged in transit.

4.1.6 The Service Provider agrees that the Customer relies on the skill and judgment of the Service Provider in the supply of the Goods and/or Services and the performance of its obligations under the Contract.

4.2 Provision and Removal of Equipment

4.2.1 Unless otherwise stated in the Master Contract Document and/or any other Contract Document, the Service Provider shall provide all the Equipment necessary for the supply of the Goods and/or the Services.

4.2.2 The Service Provider shall not deliver any Equipment nor begin any work on the Premises without obtaining Approval.

4.2.3 All Equipment brought onto the Premises shall be at the Service Provider's own risk and the Customer shall have no liability for any loss of or damage to any Equipment unless and to the extent that the Service Provider is able to demonstrate that such loss or damage was caused by or contributed to by the Customer's Default. The Service Provider shall be wholly responsible for the haulage or carriage of the Equipment to the Premises and the removal thereof when it is no longer required by the Customer and in each case at the Service Provider's sole cost. Unless otherwise stated in the Contract, Equipment brought onto the Premises will remain the property of the Service Provider.

4.2.4 The Service Provider shall maintain all items of Equipment within the Premises in a safe, serviceable and clean condition.

4.2.5 The Service Provider shall, at the Customer's written request, at its own expense and as soon as reasonably practicable:

4.2.5.1 remove from the Premises any Equipment which in the reasonable opinion of the Customer is either hazardous, noxious or not in accordance with the Contract; and

4.2.5.2 replace such item with a suitable substitute item of Equipment.

4.2.6 Upon termination or expiry of the Contract, the Service Provider shall remove the Equipment together with any other materials used by the Service Provider to supply the Goods and/or Services and shall leave the Premises in a clean, safe and tidy condition. The Service Provider is solely responsible for making good any damage to the Premises or any objects contained thereon, other than fair wear and tear, which is caused by the Service Provider or Service Provider's Staff.

4.3 Quality

- 4.3.1 The Service Provider shall at all times comply with the Technical Standards and the Quality Standards, and where applicable shall maintain accreditation with the relevant Quality Standards' authorisation body. To the extent that the standard to which the Goods and/or Services must be provided has not been specified in the Contract, the Service Provider shall agree the relevant standard for the provision of the Goods and/or Services with the Customer prior to the supply of the Goods and/or Services commencing and in any event, the Service Provider shall perform its obligations under the Contract in accordance with the Law and Good Industry Practice.
- 4.3.2 The Service Provider shall ensure that the Staff shall at all times during the Contract Period:
 - 4.3.2.1 faithfully and diligently perform those duties and exercise such powers as necessary in connection with the provision of the Goods and/or Services;
 - 4.3.2.2 obey all lawful instructions and reasonable directions of the Customer and provide the Goods and/or Services to the reasonable satisfaction of the Customer; and
 - 4.3.2.3 apply all due skill, care, diligence and are appropriately experienced, qualified and trained.
- 4.3.3 The Service Provider shall without prejudice to clause 4.1.4 above perform its obligations under the Contract in a timely manner.
- 4.3.4 The Service Provider shall supply the Goods and/or Services and, where relevant, install the Goods in accordance with the specification in the Framework Agreement (if any) (as a minimum), the Master Contract Schedule and/or any other Contract Document and in accordance with all applicable Laws, including but not limited to, any obligation implied by sections 12, 13 and 14 of the Sale of Goods Act 1979 and section 2 of the Supply of Goods and Services Act 1982.
- 4.3.5 The Service Provider shall at all times during the Contract Period ensure that:
 - 4.3.5.1 the Goods and/or Services conform in all respects with the specifications set out in the Master Contract Schedule and/or any other Contract Document and/or where applicable the Framework Agreement;
 - 4.3.5.2 the Goods and/or Services operate in accordance with the relevant technical specifications and correspond with all requirements set out in the Master Contract Schedule and/or any other Contract Document;

- 4.3.5.3 the Goods and/or Services conform in all respects with all applicable Laws, Quality Standards and Technical Standards;
- 4.3.5.4 the Goods are free from defects in design and workmanship and are fit for the purpose that such Goods are ordinarily used for and for any particular purpose made known to the Service Provider by the Customer; and
- 4.3.5.5 the Goods and/or Services are supplied in accordance with the Service Provider Solution.

4.4 NOT USED

4.5 Delivery

- 4.5.2 The Service Provider shall Deliver the Goods and provide the Services in accordance with the Implementation Plan and Milestones.
- 4.5.3 The issue by the Customer of a receipt note for delivered Equipment shall not constitute any acknowledgement of the condition, quantity or nature of that Equipment.
- 4.5.4 Time of delivery in relation to commencing and/or supplying the Goods and/or Services shall be of the essence and if the Service Provider fails to deliver the Goods and/or Services within the time specified in accordance with clause 4.1.1 and/or the Master Contract Schedule and/or any other Contract Document and without prior written Approval, the Customer may release itself from any obligation to accept and pay for the Goods and/or terminate the Contract, in either case without prejudice to any other rights and remedies of the Customer.
- 4.5.5 Except where otherwise provided in the Contract, the Goods shall be installed and the Services provided by the Staff or the Sub-Contractors at such place or places as set out in the Master Contract Schedule and/or any other Contract Document.
- 4.5.6 Where the Goods are delivered by the Service Provider, the point of delivery shall be when the Goods are removed from the transporting vehicle at the Premises. Where the Goods are collected by the Customer, the point of delivery shall be when the Goods are loaded on the Customer's vehicle.
- 4.5.7 Except where otherwise provided in the Contract, delivery shall include the unloading, stacking or installation of the Goods by the Staff or the Service Provider's Service Providers or carriers at such place as the Customer or duly authorised person shall reasonably direct.
- 4.5.8 In the event that not all of the Goods and/or Services are Delivered by the relevant Milestone Dates specified in the Implementation Plan ("**Undelivered Goods and/or Services**") then the Customer shall

be entitled to withhold payment of the Contract Charges for any Goods and/or Services that were not Delivered in accordance with the corresponding Milestone Date until such time as the Undelivered Goods and/or Services are Delivered.

- 4.5.9 The Customer shall be under no obligation to accept or pay for any Goods Delivered in excess of the quantity specified in the Master Contract Schedule and/or any other Contract Document. If the Customer elects not to accept such over-Delivered Goods it shall give notice in writing to the Service Provider to remove them within five (5) Working Days and to refund to the Customer any expenses incurred by the Customer as a result of such over-Delivery (including but not limited to the costs of moving and storing the Goods), failing which the Customer may dispose of such Goods and charge the Service Provider for the costs of such disposal. The risk in any over-Delivered Goods shall remain with the Service Provider.

4.6 Ownership and Risk

- 4.6.1 Ownership and passing of title in the Goods shall, without prejudice to any other rights or remedies of the Customer pass to the Customer on the earlier of payment by the Customer of the Contract Charges or allocation of the relevant Goods by the Customer to the order.
- 4.6.2 Risk in the Goods shall, without prejudice to any other rights or remedies of the Customer pass to the Customer at the point when the Goods have been delivered satisfactorily.

4.7 Guarantee

The Service Provider hereby guarantees the Transferring Goods for the Guarantee Period against faulty materials and workmanship. If the Customer shall within such Guarantee Period or within twenty five (25) Working Days thereafter give notice in writing to the Service Provider of any defect in any of the Transferring Goods as may have arisen during such Guarantee Period under proper and normal use, the Service Provider shall (without prejudice to any other rights and remedies which the Customer may have) promptly remedy such defects (whether by repair or replacement as the Customer shall elect) free of charge.

5. ASSISTANCE ON EXPIRY OR TERMINATION

- 5.1 In the event that the Contract expires or is terminated the Service Provider shall, where so requested by the Customer, provide assistance to the Customer to migrate the provision of the Services to a Replacement Service Provider.

6. DISASTER RECOVERY AND BUSINESS CONTINUITY

- 6.1 The Service Provider will maintain in place throughout the Contract Period business continuity arrangements and will review those arrangements at appropriate intervals and if necessary update them, so as to ensure as far as

reasonably practical that in the event of unexpected circumstances, either within or external to the Service Provider's organisation, delivery of the Goods and/or Services to the Customer is subject to a minimum of disruption.

7. MONITORING OF CONTRACT PERFORMANCE

- 7.1 The Service Provider shall comply with the monitoring arrangements referred to in the Master Contract Schedule and/or any other Contract Document including, but not limited to, providing such data and information as the Service Provider may be required to produce under the Contract.
- 7.2 Where requested by the Customer, the Service Provider shall supply the Management Information to the Customer in the form and periodically as specified in the Master Contract Schedule.

8. DISRUPTION

- 8.1 The Service Provider shall take reasonable care to ensure that in the performance of its obligations under the Contract it does not disrupt the operations of the Customer, its employees or any other contractor employed by the Customer.
- 8.2 The Service Provider shall immediately inform the Customer of any actual or potential industrial action, whether such action be by the Service Provider's own employees or others, which affects or might affect the Service Provider's ability at any time to perform its obligations under the Contract.
- 8.3 In the event of industrial action by the Staff, the Service Provider shall seek Approval to its proposals for the continuance of the supply of the Goods and/or Services in accordance with its obligations under the Contract.
- 8.4 If the Service Provider's proposals referred to in clause 8.3 are considered insufficient or unacceptable by the Customer acting reasonably then the Contract may be terminated with immediate effect by the Customer by notice in writing.
- 8.5 If the Service Provider is temporarily unable to fulfil the requirements of the Contract owing to disruption of normal business caused by the Customer, an appropriate allowance by way of extension of time will be approved by the Customer. In addition, the Customer will reimburse any additional expense reasonably incurred by the Service Provider as a direct result of such disruption.

9. SERVICE LEVELS AND REMEDIES IN THE EVENT OF INADEQUATE PERFORMANCE OF THE SERVICES OR PROVISION OF THE GOODS

- 9.1 The Service Provider shall provide the Services to meet or exceed the Service Levels and any failure to meet the Service Levels shall entitle the Customer to Service Credits calculated in accordance with the provisions of schedule 1 or in the event of a Critical Service Failure shall give rise to a right for the Customer to terminate the Contract with immediate effect upon giving written notice to the Service Provider.

- 9.2 The Service Provider shall implement all measurement and monitoring tools and procedures necessary to measure and report on the Service Provider's performance of the Services against the applicable Service Levels at a level of detail sufficient to verify compliance with the Service Levels.
- 9.3 Without prejudice to any other right or remedy which the Customer may have, if any Goods and/or Services are not supplied in accordance with, or the Service Provider fails to comply with any of the terms of the Contract then the Customer may (whether or not any part of the Goods and/or Services have been Delivered) do any of the following:
- 9.3.1 at the Customer's option, give the Service Provider the opportunity at the Service Provider's expense to either remedy any defect in the Goods and/or failure in the performance of the Services together with any damage resulting from such defect or failure (and where such defect or failure 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 the Contract are fulfilled, in accordance with the Customer's instructions;
 - 9.3.2 reject the Goods (in whole or in part) and require the Service Provider to remove the Goods (in whole or in part) at the risk and cost of the Service Provider on the basis that a full refund for the Goods so rejected shall be paid to the Customer forthwith by the Service Provider;
 - 9.3.3 refuse to accept any further Goods and/or Services to be Delivered but without any liability to the Customer;
 - 9.3.4 if the Master Contract Schedule and/or any other Contract Documents provide for the payment of Delay Payments, then the Service Provider shall pay such amounts (calculated in accordance with the Master Contract Schedule and/or any other Contract Document) on demand. The Delay Payments will accrue on a daily basis from the relevant Milestone Date and will continue to accrue until the date when the Milestone is met;
 - 9.3.5 carry out at the Service Provider's expense any work necessary to make the Goods and/or Services comply with the Contract;
 - 9.3.6 without terminating the Contract, itself supply or procure the supply of all or part of the Goods and/or Services until such time as the Service Provider shall have demonstrated to the reasonable satisfaction of the Customer that the Service Provider will once more be able to supply all or such part of the Goods and/or Services in accordance with the Contract;
 - 9.3.7 without terminating the whole of the Contract, terminate the Contract in respect of part of the Goods and/or Services only (whereupon a corresponding reduction in the Contract Charges shall be made) and

thereafter itself supply or procure a third party to supply such part of the Goods and/or Services; and/or

- 9.3.8 charge the Service Provider for and the Service Provider 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 Goods and/or Services by the Customer or a third party to the extent that such costs exceed the payment which would otherwise have been payable to the Service Provider for such part of the Goods and/or Services and provided that the Customer uses its reasonable endeavours to mitigate any additional expenditure in obtaining replacement Goods and/or Services.

9.4 In the event that the Service Provider:

- 9.4.1 fails to comply with clause 9.3 above and the failure is materially adverse to the interests of the Customer or prevents the Customer from discharging a statutory duty; or

- 9.4.2 persistently fails to comply with clause 9.3 above,

the Customer may terminate the Contract with immediate effect by giving the Service Provider notice in writing.

10. NOT USED

11. PAYMENT AND CONTRACT CHARGES

11.1 Contract Charges

- 11.1.1 In consideration of the Service Provider's performance of its obligations under the Contract, the Customer shall pay the Contract Charges in accordance with clause 11.2 (Payment and VAT).
- 11.1.2 The Customer shall, in addition to the Contract Charges and following delivery by the Service Provider of a valid VAT invoice, pay the Service Provider a sum equal to the VAT chargeable on the value of the Goods and/or Services supplied in accordance with the Contract.
- 11.1.3 If at any time during the Contract Period the Service Provider reduces its rates of Charges for any Goods and/or Services which is provided under the Framework Agreement (whether or not such Goods and/or Services are offered in a catalogue which is provided under the Framework Agreement) in accordance with the terms of the Framework Agreement, the Service Provider shall immediately reduce the Contract Price for such Goods and/or Services under the Contract by the same amount.
- 11.1.4 The benefit of any work being done pursuant to the provisions of Schedule 6 (Value for Money) of the Framework Agreement which is specifically commissioned from the Service Provider by another Contracting Body at any time prior to or during the Contract Period to

reduce costs or to improve the quality or efficiency of the Goods and/or Services or to facilitate their delivery shall be offered by the Service Provider to the Customer at no charge.

- 11.1.5 The Parties acknowledge that the Service Provider is required to pay to ESPO, and where relevant, the Trading Company, a retrospective rebate based on the value of each call-off contract at a percentage agreed in the Framework Agreement.

11.2 Payment and VAT

- 11.2.1 Where the Service Provider submits an invoice to the Customer, the Customer will consider and verify that invoice in a timely fashion.
- 11.2.2 The Service Provider shall ensure that each invoice contains all appropriate references and a detailed breakdown of the Goods supplied and/or the Services provided and that it is supported by any other documentation reasonably required by the Customer to substantiate the invoice.
- 11.2.3 The Customer shall pay the Service Provider any sums due under such an invoice no later than a period of 30 days from the date on which the Customer has determined that the invoice is valid and undisputed.
- 11.2.4 Where the Customer fails to comply with clause 11.2.1 and there is an undue delay in considering and verifying the invoice, the invoice shall be regarded as valid and undisputed for the purposes of clause 11.2.2 after a reasonable time has passed.
- 11.2.5 Where the Service Provider enters into a Sub-Contract, the Service Provider shall include in that Sub-Contract:
- (a) provisions having the same effect as clauses 11.2.1 – 11.2.3 of this Framework Agreement; and
 - (b) a provision requiring the counterparty to that Sub-Contract to include any Sub-Contract which it awards provisions have the same effect as clauses 11.1.1 – 11.1.4 of this Framework Agreement.

For the purposes of this sub clause 11.2.4 "Sub-Contract" means a contract between two or more Service Providers, at any stage of remoteness from the Customer in a subcontracting chain, made wholly or substantially for the purpose of performing (or contributing to the performance of) the whole or part of this Framework Agreement.

- 11.2.6 The Service Provider shall indemnify the Customer on demand and on a continuing basis against any liability, including without limitation any interest, penalties or costs, which are suffered or incurred by or levied, demanded or assessed on the Customer at any time in respect of the Service Provider's failure to account for or to pay any VAT relating to

payments made to the Service Provider under the Contract. Any amounts due under this clause shall be paid by the Service Provider 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.

- 11.2.7 The Service Provider shall not suspend the supply of the Services and/or Goods (as applicable) unless the Service Provider is entitled to terminate the Contract under clause 26 (Termination on Default) for failure to pay undisputed sums of money. Interest shall be payable by the Customer on the late payment of any undisputed sums of money properly invoiced at 3% above the Bank of England base rate.

11.3 Recovery of Sums Due

- 11.3.1 Wherever under the Contract any sum of money is recoverable from or payable by the Service Provider (including any sum which the Service Provider is liable to pay to the Customer in respect of any breach of the Contract), the Customer may unilaterally deduct that sum from any sum then due, or which at any later time may become due to the Service Provider under the Contract or under any other agreement or contract with the Customer.
- 11.3.2 Any overpayment by either Party, whether of the Contract Charges or of VAT or otherwise, shall be a sum of money recoverable by the Party who made the overpayment from the Party in receipt of the overpayment.
- 11.3.3 The Service Provider shall make any payments due to the Customer without any deduction whether by way of set-off, counterclaim, discount, abatement or otherwise unless the Service Provider has a valid court order requiring an amount equal to such deduction to be paid by the Customer to the Service Provider.
- 11.3.4 All payments due shall be made within a reasonable time unless otherwise specified in the Contract, in cleared funds, to such bank or building society account as the recipient Party may from time to time direct.

11.4 Euro

- 11.4.1 Any requirement of Law to account for the Goods and/or Services in Euro, (or to prepare for such accounting) instead of and/or in addition to Sterling, shall be implemented by the Service Provider free of charge to the Customer.

- 11.4.2** The Customer shall provide all reasonable assistance to facilitate compliance with clause 11.4.1 by the Service Provider.

11.5 Customer Rebate

- 11.5.2** The Customer and the Service Provider may (but shall not be obliged) in advance of agreeing to take a supply of goods or services seek to agree a Customer Rebate. Where such rebate is agreed the amount of the Customer Rebate shall be documented in the Order form and reported to ESPO by the Customer and the Service Provider.
- 11.5.3** Where a Customer Rebate has been agreed, the Customer shall submit invoices to the Service Provider in respect of the Customer Rebate due monthly based on the invoices paid by that Customer in the previous month. All Such amounts shall also be notified in writing by the Service Provider to ESPO with the next set of Management Information.
- 11.5.4** The Service Provider shall pay the amount stated in any invoice submitted under clause 11.5.2 within thirty (30) Working Days of the date of issue of the invoice.
- 11.5.5** All Customer Rebates shall be paid by the Service Provider to the Customer without any set off, counterclaim, deduction or withholding (other than any deduction or withholding of tax as required by law).
- 11.5.6** The Customer Rebate shall apply to the full value of the Goods and/or Services as specified in each and every Contract and shall not be varied as a result of any reduction in the Charges due to the application of any service credits however the calculation of the Customer Rebate may be calculated on the value of Charges less any rebate payable to ESPO or any Trading Company under the Framework Agreement (thus reducing, for calculation purposes only, the overall value of the contract upon which the Customer Rebate is calculated).
- 11.5.7** The Customer Rebate shall be exclusive of VAT. The Service Provider shall pay the VAT on the Customer Rebate at the rate and in the manner prescribed by Law from time to time.
- 11.5.8** Interest shall be payable on any late payments of the Customer Rebate under this Framework Agreement in accordance with the Late Payment of Commercial Debts (Interest) Act 1998 and any amendment thereof.
- 11.5.9** The Customer Rebate shall remain payable throughout the duration of any Contract irrespective of the termination for any reason of the Framework Agreement including the effluxion of time and for the avoidance of doubt whether or not the Service Provider succeeds in

being awarded any subsequent Service Provider status on renewal of the Framework Agreement.

12. NOT USED

13. SERVICE PROVIDER'S STAFF

13.1 The Customer may, by written notice to the Service Provider, refuse to admit onto, or withdraw permission to remain on, the Customer's Premises:

13.1.1 any member of the Staff; or

13.1.2 any person employed or engaged by any member of the Staff,

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

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

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

13.4 If the Service Provider fails to comply with clause 13.2 within three (3) weeks of the date of the request, the Customer may terminate the Contract, provided always that such termination shall not prejudice or affect any right of action or remedy which shall have accrued or shall thereafter accrue to the Customer.

13.5 The decision of the Customer as to whether any person is to be refused access to the Premises and as to whether the Service Provider and Staff have failed to comply with clause 13.2 shall be final and conclusive.

Children and Vulnerable Adults

13.6 Where the provision of the Goods and/or Services requires any of the Service Provider's employees or volunteers to work in a Regulated Activity with children and/or vulnerable adults, the Service Provider will make checks in respect of such employees and volunteers with the Disclosure & Barring Service (DBS) for the purpose of checking at an enhanced level of disclosure for the existence of any criminal convictions subject to the Rehabilitation of Offenders Act 1974 (Exceptions) Order 1975 (as amended) or other relevant information and that the appropriate check of the Children's Barred List relating to the protection of children.

13.7 The Service Provider will comply with the requirements of the Safeguarding of Vulnerable Groups Act 2006 (as amended by the Protection of Freedoms Act 2012

and any other subsequent relevant legislation) in respect of such employees and volunteers that work in a Regulated Activity.

- 13.8 The Service Provider will ensure that all enhanced checks for a Regulated Activity including the appropriate barred list check or checks are renewed every three years.
- 13.9 The Service Provider will not employ any person or continue to employ any person to provide the Regulated Activities who is prevented from carrying out such activities under the Safeguarding of Vulnerable Groups and will notify ESPO immediately of any decision to employ such a person in any role connected with this Contract or any other agreement or arrangement with the Customer.
- 13.10 Where the provision of the Goods and/or Services does not require any of the Service Provider's employees or volunteers to work in a Regulated Activity but where the Service Provider's employees or volunteers may nonetheless have contact with children and/or vulnerable adults the Service Provider will in respect of such employees and volunteers:
- a) carry out Employment Checks; and
 - b) carry out such other checks as may be required by the Disclosure & Barring Service from time to time through the Contract Period.
- 13.11 Where the principle obligation of the Service Provider is to effect delivery of goods to a site and does not require any element of on-site working including installation and commissioning of Goods in a private dwelling, neither the Service Provider nor any sub-contractors are to have direct contact with children and/or vulnerable adults during any delivery or attendance at the premises. The Service Provider shall ensure that those engaged in undertaking the duties under this contract, including employees, servants, agents and others are of suitable standing and good character and provide them with copies of the Specification and secure their written acknowledgement of receipt and understanding.

14. TUPE NOT USED

15. STAFFING SECURITY

- 15.1 The Service Provider shall comply with the Customer's staff vetting procedures (where provided to the Service Provider) in respect of all Service Provider Staff employed or engaged in the provision of the Goods and/or Services. The Service Provider confirms that all Staff employed or engaged by the Service Provider at the Commencement Date were vetted and recruited on a basis that is equivalent to and no less strict than the Customer's staff vetting procedures.
- 15.2 The Service Provider shall provide training on a continuing basis for all Staff employed or engaged in the provision of the Goods and/or Services to ensure compliance with the Customer's staff vetting procedures.

16. INTELLECTUAL PROPERTY RIGHTS

- 16.1 Save as granted under this Contract, neither the Customer nor the Service Provider shall acquire any right, title or interest in the other's Pre-Existing Intellectual Property Rights.

- 16.2 The Service Provider shall ensure and procure that the availability, provision and use of the Goods and/or Services and the performance of the Service Provider's responsibilities and obligations hereunder shall not infringe any Intellectual Property Rights of any third party.
- 16.3 With respect to the Service Providers obligations under the Contract, the Service Provider warrants and represents that:
 - 16.3.1 it owns, has obtained or shall obtain valid licences for all Intellectual Property Rights that are necessary to perform its obligations under this Contract;
 - 16.3.2 it has and shall continue to 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;
- 16.4 The Service Provider shall during and after the Contract Period of the Contract indemnify and keep indemnified the Customer on demand in full from and against all claims, proceedings, suits, demands, actions, costs, expenses (including legal costs and disbursements on a solicitor and client basis), losses and damages and any other liabilities whatsoever arising from, out of, in respect of or incurred by reason of any infringement or alleged infringement (including the defence of such alleged infringement) of any Intellectual Property Right by the:
 - 16.4.1 availability, provision or use of the Goods and/or Services (or any parts thereof); and
 - 16.4.2 performance of the Service Provider's responsibilities and obligations hereunder.
- 16.5 The Service Provider shall promptly notify the Customer if any claim or demand is made or action brought against the Service Provider for infringement or alleged infringement of any Intellectual Property Right that may affect the availability, provision or use of the Goods and/or Services (or any parts thereof) and/or the performance of the Service Provider's responsibilities and obligations hereunder.
- 16.6 If a claim or demand is made or action brought to which clause 16.3 and/or 16.4 may apply, or in the reasonable opinion of the Service Provider is likely to be made or brought, the Service Provider may at its own expense and within a reasonable time either:
 - 16.6.1 modify any or all of the affected Goods and/or Services without reducing the performance and functionality of the same, or substitute alternative goods and/or services of equivalent performance and functionality for any or all of the affected Goods and/or Services, so as to avoid the infringement or the alleged infringement, provided that

the terms herein shall apply mutatis mutandis to such modified or substituted goods and/or services; or

- 16.6.2 procure a licence to use the Goods and/or Services on terms that are reasonably acceptable to the Customer; and
- 16.6.3 in relation to the performance of the Service Provider's responsibilities and obligations hereunder, promptly re-perform those responsibilities and obligations.

16.7 Customer Data

- 16.7.1 The Service Provider shall not delete or remove any proprietary notices contained within or relating to the Customer Data.
- 16.7.2 The Service Provider shall not store, copy, disclose, or use the Customer Data except as necessary for the performance by the Service Provider of its obligations under the Contract or as otherwise expressly Approved by the Customer.
- 16.7.3 To the extent that Customer Data is held and/or processed by the Service Provider, the Service Provider shall supply that Customer Data to the Customer as requested by the Customer and in the format specified in this Contract (if any) and in any event as specified by the Customer from time to time in writing.
- 16.7.4 To the extent that Customer Data is held and/or processed by the Service Provider, the Service Provider shall take responsibility for preserving the integrity of Customer Data and preventing the corruption or loss of Customer Data.
- 16.7.5 The Service Provider shall ensure that any system on which the Service Provider holds any Customer Data, including back-up data, is a secure system that complies with the security policy reasonably requested by the Customer.
- 16.7.6 If the Customer Data is corrupted, lost or sufficiently degraded as a result of the Service Provider's Default so as to be unusable, the Customer may:
 - 16.7.6.1 require the Service Provider (at the Service Provider's expense) to restore or procure the restoration of Customer Data to the extent and in accordance with any BCDR Plan and the Service Provider shall do so as soon as practicable but in accordance with the time period notified by the Customer; and/or
 - 16.7.6.2 itself restore or procure the restoration of Customer Data, and shall be repaid by the Service Provider any reasonable expenses incurred in doing so to the extent and in

accordance with the requirements specified in any BCDR Plan.

- 16.7.7 If at any time the Service Provider suspects or has reason to believe that Customer Data has or may become corrupted, lost or sufficiently degraded in any way for any reason, then the Service Provider shall notify the Customer immediately and inform the Customer of the remedial action the Service Provider proposes to take.

16.8 Protection of Personal Data

- 16.8.1 The Parties acknowledge that for the purposes of the Data Protection Legislation, the Customer is the Controller and the Service Provider is the Processor. The only processing that the Service Provider is authorised to do is listed in Schedule 8 of the Master Contract Schedule by the Customer and may not be determined by the Service Provider.
- 16.8.2 The Service Provider shall notify the Customer immediately if it considers that any of the Customer's instructions infringe the Data Protection Legislation.
- 16.8.3 The Service Provider shall provide all reasonable assistance to the Customer in the preparation of any Data Protection Impact Assessment prior to commencing any processing. Such assistance may, at the discretion of the Customer, include:
- 16.8.3.1 a systematic description of the envisaged processing operations and the purpose of the processing;
 - 16.8.3.2 an assessment of the necessity and proportionality of the processing operations in relation to the Services;
 - 16.8.3.3 an assessment of the risks to the rights and freedoms of Data Subjects; and
 - 16.8.3.4 the measures envisaged to address the risks, including safeguards, security measures and mechanisms to ensure the protection of Personal Data.
- 16.8.4 The Service Provider shall, in relation to any Personal Data processed in connection with its obligations under this Contract:
- 16.8.4.1 process that Personal Data only in accordance with Schedule 8 of the Master Contract Schedule unless the Service Provider is required to do otherwise by Law. If it is so required, the Service Provider shall promptly notify the Customer before processing the Personal Data unless prohibited by Law;
 - 16.8.4.2 ensure that it has in place Protective Measures, which have been reviewed and approved by the Customer as

appropriate to protect against a Data Loss Event having taken account of the:

- 16.8.4.2.1 nature of the data to be protected;
- 16.8.4.2.1 harm that might result from a Data Loss Event;
- 16.8.4.2.1 state of technological development; and
- 16.8.4.2.1 cost of implementing any measures;

16.8.4.3 ensure that:

- 16.8.4.3.1 the Service Provider Personnel do not process Personal Data except in accordance with this Contract (and in particular Schedule 8 of the Master Contract Schedule);

16.8.4.4 it takes all reasonable steps to ensure the reliability and integrity of any Service Provider Personnel who have access to the Personal Data and ensure that they:

- 16.8.4.4.1 are aware of and comply with the Service Provider's duties under this clause;
- 16.8.4.4.1 are subject to appropriate confidentiality undertakings with the Service Provider or any Sub-processor;
- 16.8.4.4.1 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 Contract; and
- 16.8.4.4.1 have undergone adequate training in the use, care, protection and handling of Personal Data; and

16.8.4.5 not transfer Personal Data outside of the EU unless the prior written consent of the Customer has been obtained and the following conditions are fulfilled:

- 16.8.4.5.1 the Customer or the Service Provider has provided appropriate safeguards

- in relation to the transfer (whether in accordance with GDPR Article 46 or LED Article 37) as determined by the Customer;
 - 16.8.4.5.1 the Data Subject has enforceable rights and effective legal remedies;
 - 16.8.4.5.1 the Service Provider 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 Customer in meeting its obligations); and
 - 16.8.4.5.1 the Service Provider complies with any reasonable instructions notified to it in advance by the Customer with respect to the processing of the Personal Data;
 - 16.8.4.6 at the written direction of the Customer, delete or return Personal Data (and any copies of it) to the Customer on termination of the Agreement unless the Service Provider is required by Law to retain the Personal Data.
- 16.8.5 Subject to clause 16.8.6, the Service Provider shall notify the Customer immediately if it:
 - 16.8.5.1 receives a Data Subject Access Request (or purported Data Subject Access Request);
 - 16.8.5.2 receives a request to rectify, block or erase any Personal Data;
 - 16.8.5.3 receives any other request, complaint or communication relating to either Party's obligations under the Data Protection Legislation;
 - 16.8.5.4 receives any communication from the Information Commissioner or any other regulatory authority in connection with Personal Data processed under this Contract;
 - 16.8.5.5 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
 - 16.8.5.6 becomes aware of a Data Loss Event.

- 16.8.6 The Service Provider's obligation to notify under clause 16.8.5 shall include the provision of further information to the Customer in phases, as details become available.
- 16.8.7 Taking into account the nature of the processing, the Service Provider shall provide the Customer with full assistance in relation to either Party's obligations under Data Protection Legislation and any complaint, communication or request made under clause 16.8.5 (and insofar as possible within the timescales reasonably required by the Customer) including by promptly providing:
 - 16.8.7.1 the Customer with full details and copies of the complaint, communication or request;
 - 16.8.7.2 such assistance as is reasonably requested by the Customer to enable the Customer to comply with a Data Subject Access Request within the relevant timescales set out in the Data Protection Legislation;
 - 16.8.7.3 the Customer, at its request, with any Personal Data it holds in relation to a Data Subject;
 - 16.8.7.4 assistance as requested by the Customer following any Data Loss Event;
 - 16.8.7.5 assistance as requested by the Customer with respect to any request from the Information Commissioner's Office, or any consultation by the Customer with the Information Commissioner's Office.
- 16.8.8 The Service Provider shall maintain complete and accurate records and information to demonstrate its compliance with this clause. This requirement does not apply where the Service Provider employs fewer than 250 staff, unless:
 - 16.8.8.1 the Customer determines that the processing is not occasional;
 - 16.8.8.2 the Customer determines the processing includes special categories of data as referred to in Article 9(1) of the GDPR or Personal Data relating to criminal convictions and offences referred to in Article 10 of the GDPR; and
 - 16.8.8.3 the Customer determines that the processing is likely to result in a risk to the rights and freedoms of Data Subjects.
- 16.8.9 The Service Provider shall allow for audits of its Data Processing activity by the Customer or the Customer's designated auditor.
- 16.8.10 The Service Provider shall designate a data protection officer if required by the Data Protection Legislation.

16.8.11 Before allowing any Sub-processor to process any Personal Data related to this Contract, the Service Provider must:

16.8.11.1 notify the Customer in writing of the intended Sub-processor and processing;

16.8.11.2 obtain the written consent of the Customer;

16.8.11.3 enter into a written agreement with the Sub-processor which give effect to the terms set out in this clause 16 such that they apply to the Sub-processor; and

16.8.11.4 provide the Customer with such information regarding the Sub-processor as the Customer may reasonably require.

16.8.12 The Service Provider shall remain fully liable for all acts or omissions of any Sub-processor.

16.8.13 The Service Provider may, at any time on not less than 30 Working Days' notice, revise this clause by replacing it with any applicable controller to processor standard clauses or similar terms forming part of an applicable certification scheme (which shall apply when incorporated by attachment to this Contract).

16.8.14 The Parties agree to take account of any guidance issued by the Information Commissioner's Office. The Customer may on not less than 30 Working Days' notice to the Service Provider amend this Contract to ensure that it complies with any guidance issued by the Information Commissioner's Office.

16.9 Security of Premises

16.9.1 The Customer shall be responsible for maintaining the security of the Customer's Premises in accordance with its standard security requirements. The Service Provider shall comply with all reasonable security requirements of the Customer while on the Customer's Premises and shall ensure that all Staff comply with such requirements.

16.9.2 The Customer shall provide the Service Provider upon request copies of its written security procedures and shall afford the Service Provider upon request an opportunity to inspect its physical security arrangements.

16.10 Confidentiality

16.10.1 Except to the extent set out in this clause 16.10 or where disclosure is expressly permitted elsewhere in this Contract, each Party shall:

16.10.1.1 treat the other Party's Confidential Information as confidential and safeguard it accordingly; and

16.10.1.2 not disclose the other Party's Confidential Information to any other person without the owner's prior written consent.

16.10.2 Clause 16.10.1 shall not apply to the extent that:

16.10.2.1 such disclosure is a requirement of Law placed upon the Party making the disclosure, including any requirements for disclosure under the FOIA, Code of Practice on Access to Government Information or the Environmental Information Regulations pursuant to clause 19.11 (Freedom of Information);

16.10.2.2 such information was in the possession of the Party making the disclosure without obligation of confidentiality prior to its disclosure by the information owner;

16.10.2.3 such information was obtained from a third party without obligation of confidentiality;

16.10.2.4 such information was already in the public domain at the time of disclosure otherwise than by a breach of the Contract; or

16.10.2.5 it is independently developed without access to the other Party's Confidential Information.

16.10.3 The Service Provider may only disclose the Customer's Confidential Information to the Staff who are directly involved in the provision of the Goods and/or Services and who need to know the information, and shall ensure that such Staff are aware of and shall comply with these obligations as to confidentiality.

16.10.4 The Service Provider shall not, and shall procure that the Staff do not, use any of the Customer's Confidential Information received otherwise than for the purposes of this Contract.

16.10.5 At the written request of the Customer, the Service Provider shall procure that those members of Staff identified in the Customer's notice sign a confidentiality undertaking prior to commencing any work in accordance with this Contract.

16.10.6 In the event that any default, act or omission of any Staff causes or contributes (or could cause or contribute) to the Service Provider breaching its obligations as to confidentiality under or in connection with this Contract, the Service Provider shall take such action as may be appropriate in the circumstances, including the use of disciplinary procedures in serious cases. To the fullest extent permitted by its own obligations of confidentiality to any Staff, the Service Provider shall provide such evidence to the Customer as the Customer may reasonably require (though not so as to risk compromising or prejudicing any disciplinary or other proceedings to demonstrate that

the Service Provider is taking appropriate steps to comply with this clause, including copies of any written communications to and/or from Staff, and any minutes of meeting and any other records which provide an audit trail of any discussions or exchanges with Staff in connection with obligations as to confidentiality.

16.10.7 Nothing in this Contract shall prevent the Customer from disclosing the Service Provider's Confidential Information (including the Management Information obtained under clause 7.2):

16.10.7.1 to any Contracting Authority. All Contracting Authorities receiving such Confidential Information shall be entitled to further disclose the Confidential Information to other Contracting Authorities on the basis that the information is confidential and is not to be disclosed to a third party which is not part of any Contracting Authority;

16.10.7.2 to any consultant, contractor or other person engaged by the Customer or any person conducting an Office of Government Commerce gateway review;

16.10.7.3 for the purpose of the examination and certification of the Customer's accounts; or

16.10.7.4 for any 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.

16.10.8 The Customer shall use all reasonable endeavours to ensure that any government department, Contracting Authority, employee, third party or Sub-Contractor to whom the Service Provider's Confidential Information is disclosed pursuant to clause 16.10.7 is made aware of the Customer's obligations of confidentiality.

16.10.9 Nothing in this clause 16.10 shall prevent either Party from using any techniques, ideas or Know-How gained during the performance of the Contract in the course of its normal business to the extent that this use does not result in a disclosure of the other Party's Confidential Information or an infringement of IPR.

16.10.10 In the event that the Service Provider fails to comply with clause 16.6.1 to clause 16.6.6, the Customer reserves the right to terminate the Contract with immediate effect by notice in writing.

16.10.11 In order to ensure that no unauthorised person gains access to any Confidential Information or any data obtained in performance of the Contract, the Service Provider undertakes to maintain adequate security arrangements that meet the requirements of Good Industry Practice.

16.11 Freedom of Information

- 16.11.1 The Service Provider acknowledges that the Customer is subject to the requirements of the FOIA and the Environmental Information Regulations and shall assist and cooperate with the Customer to enable the Customer to comply with its Information disclosure obligations.
- 16.11.2 The Service Provider shall and shall procure that its Sub-Contractors shall:
 - 16.11.2.1 transfer to the Customer all Requests for Information that it receives as soon as practicable and in any event within two (2) Working Days of receiving a Request for Information;
 - 16.11.2.2 provide the Customer with a copy of all Information 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 specify) of the Customer's request; and
 - 16.11.2.3 provide all necessary assistance as reasonably requested by the Customer to enable the Customer to respond to the Request for Information within the time for compliance set out in section 10 of the FOIA or regulation 5 of the Environmental Information Regulations.
- 16.11.3 The Customer shall be responsible for determining in its absolute discretion and notwithstanding any other provision in the Contract or any other Contract whether the Commercially Sensitive Information and/or any other Information is exempt from disclosure in accordance with the provisions of the FOIA or the Environmental Information Regulations.
- 16.11.4 In no event shall the Service Provider respond directly to a Request for Information unless authorised in writing to do so by the Customer.
- 16.11.5 The Service Provider acknowledges that (notwithstanding the provisions of clause 16.10) the Customer may, acting in accordance with the Department of Constitutional Affairs' Code of Practice on the Discharge of the Functions of Public Authorities under Part 1 of the Freedom of Information Act 2000 ("**the Code**"), be obliged under the FOIA, or the Environmental Information Regulations to disclose information concerning the Service Provider or the Goods and Services:
 - 16.11.5.1 in certain circumstances without consulting the Service Provider; or
 - 16.11.5.2 following consultation with the Service Provider and having taken their views into account,

provided always that where clause 16.11.5 applies the Customer shall, in accordance with any recommendations of the Code, take reasonable steps, where appropriate, to give the Service Provider advanced notice, or failing that, to draw the disclosure to the Service Provider's attention after any such disclosure.

16.11.6 The Service Provider shall ensure that all Information is retained for disclosure in accordance with the provisions of the Contract and in any event in accordance with the requirements of Good Industry Practice and shall permit the Customer to inspect such records as requested from time to time.

16.11.7 The Service Provider acknowledges that the Commercially Sensitive Information is of indicative value only and that the Customer may be obliged to disclose it in accordance with clause 16.11.5.

16.12 Transparency

16.12.1 The Parties acknowledge that, except for any information which is exempt from disclosure in accordance with the provisions of the FOIA, the content of the Contract is not Confidential Information. The Customer shall be responsible for determining in its absolute discretion whether any of the content of the Contract is exempt from disclosure in accordance with the provisions of the FOIA.

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

16.12.3 The Customer may consult with the Service Provider to inform its decision regarding any redactions but the Customer shall have the final decision in its absolute discretion.

16.12.4 The Service Provider shall assist and cooperate with the Customer to enable the Customer to publish this Contract.

17. WARRANTIES AND REPRESENTATIONS

17.1 The Service Provider warrants, represents and undertakes to the Customer that:

17.1.1 it has full capacity and authority and all necessary consents licences, permissions (statutory, regulatory, contractual or otherwise) (including where its procedures so require, the consent of its Parent Company) to enter into and perform its obligations under the Contract;

17.1.2 the Contract is executed by a duly authorised representative of the Service Provider;

17.1.3 in entering the Contract it has not committed any Fraud;

- 17.1.4 it has not committed any offence under the Prevention of Corruption Acts 1889 to 1916, or the Bribery Act 2010;
- 17.1.5 this Contract shall be performed in compliance with all Laws (as amended from time to time) and all applicable Standards;
- 17.1.6 as at the Commencement Date, all information, statements and representations contained in the Tender for the Goods and/or Services are true, accurate and not misleading save as may have been specifically disclosed in writing to the Customer prior to execution of the Contract and it will advise the Customer of any fact, matter or circumstance of which it may become aware which would render any such information, statement or representation to be false or misleading and all warranties and representations contained in the Tender shall be deemed repeated in this Contract;
- 17.1.7 no claim is being asserted and no litigation, arbitration or administrative proceeding is presently in progress or, to the best of its knowledge and belief, pending or threatened against it or its assets which will or might affect its ability to perform its obligations under the Contract;
- 17.1.8 it is not subject to any contractual obligation, compliance with which is likely to have an adverse effect on its ability to perform its obligations under the Contract;
- 17.1.9 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 Service Provider 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 Service Provider's assets or revenue;
- 17.1.10 it owns, has obtained or is able to obtain valid licences for all Intellectual Property Rights that are necessary for the performance of its obligations under the Contract and shall maintain the same in full force and effect;
- 17.2 The Service Provider warrants represents and undertakes to the Customer that:
 - 17.2.1 the Goods and/or Services shall be provided and carried out by appropriately experienced, qualified and trained Staff with all due skill, care and diligence;
 - 17.2.2 it shall discharge its obligations hereunder (including the provision of the Goods and/or Services) with all due skill, care and diligence including in accordance with Good Industry Practice and its own established internal procedures;

17.2.3 the Goods and/or Services are and will continue to be during the Contract Period:

17.2.3.1 of satisfactory quality; and

17.2.3.2 in conformance with the relevant specifications set out in this Contract, the relevant order and (if applicable) the manufacturer's specifications and documentation;

17.2.4 in the three (3) Years prior to the Commencement Date:

17.2.4.1 it has conducted all financial accounting and reporting activities in all material respects in compliance with the generally accepted accounting principles that apply to it in any country where it files accounts; and

17.2.4.2 it has been in full compliance with all applicable securities and tax laws and regulations in the jurisdiction in which it is established;

17.2.4.3 it has not done or omitted to do anything which could have an adverse effect on its assets, financial condition or position as an on-going business concern or its ability to fulfil its obligations under the Contract; and

17.2.4.4 for the Contract Period that all Staff will be vetted in accordance with Good Industry Practice, the Security Policy and the Quality Standards.

17.3 For the avoidance of doubt, the fact that any provision within this 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 Service Provider.

17.4 The Service Provider acknowledges and agrees that:

- 17.4.1 the warranties, representations and undertakings contained in this Contract are material and are designed to induce the Customer into entering into this contract; and
- 17.4.2 the Customer has been induced into entering into this Contract and in doing so has relied upon the warranties, representations and undertakings contained herein.

18. LIABILITIES

18.1 Liability

- 18.1.1 Nothing in the Contract shall be construed to limit or exclude either Party's liability for:
 - 18.1.1.1 death or personal injury caused by its negligence or that of its Staff;
 - 18.1.1.2 Fraud or fraudulent misrepresentation by it or that of its Staff;
 - 18.1.1.3 any breach of any obligations implied by Section 12 of the Sale of Goods Act 1979 or Section 2 of the Supply of Goods and Services Act 1982;
 - 18.1.1.4 any claim under clause 17.1;
 - 18.1.1.5 any claim under the indemnity in clauses 11.2.5, 14, 16.4, in respect of a breach of clause 16.10; or
 - 18.1.1.6 any other matter which, by Law, may not be excluded or limited.
- 18.1.2 Subject to clause 18.1.4 and clause 18.1.5 the Service Provider shall on demand indemnify and keep indemnified the Customer in full from and against all claims, proceedings, actions, damages, costs, expenses and any other liabilities which may arise out of, or in consequence of, the supply, or late or purported late supply or non-supply, of the Goods and/or Services or the performance or non-performance by the Service Provider of its obligations under the Contract or the presence of the Service Provider or any Staff on the Premises, including in respect of any death or personal injury, loss of or damage to property, financial loss arising from any advice given or omitted to be given by the Service Provider, or any other loss which is caused directly by any act or omission of the Service Provider.
- 18.1.3 The Service Provider shall not be responsible for any injury, loss, damage, cost or expense if and to the extent that it is caused by the negligence or wilful misconduct of the Customer or by breach by the Customer of its obligations under the Contract.

- 18.1.4 Subject always to clause 18.1.1 and clause 18.1.5, the aggregate liability of either Party for each Year of this Contract under or in relation to this Contract:
 - 18.1.4.1 all defaults resulting in direct loss to the property of the other Party shall in no event exceed ten million pounds (£10,000,000); and
 - 18.1.4.2 in respect of all other Defaults, claims, losses or damages, whether arising from breach of contract, misrepresentation (whether tortious or statutory), tort (including negligence), breach of statutory duty or otherwise shall in no event exceed [ten million pounds sterling (£10,000,000)].
- 18.1.5 Subject to clause 18.1.1, in no event shall either Party be liable to the other for any:
 - 18.1.5.1 loss of profits;
 - 18.1.5.2 loss of business;
 - 18.1.5.3 loss of revenue;
 - 18.1.5.4 loss of or damage to goodwill;
 - 18.1.5.5 loss of savings (whether anticipated or otherwise); and/or
 - 18.1.5.6 any indirect, special or consequential loss or damage.
- 18.1.6 The provisions of 18.1.1 shall not be taken as limiting the right of the Customer to recover as a direct loss:
 - 18.1.6.1 any additional operational and/or administrative expenses arising from the Service Provider's Default;
 - 18.1.6.2 any wasted expenditure or charges rendered unnecessary and/or incurred by the Customer arising from the Service Provider's Default;
 - 18.1.6.3 the additional cost of procuring replacement services for the remainder of the Contract Period following termination of the Contract as a result of a Default by the Service Provider; and
 - 18.1.6.4 any losses, costs, damages, expenses or other liabilities suffered or incurred by the Customer which arise out of or in connection with the loss of, corruption or damage to or failure to deliver Customer Data by the Service Provider.
- 18.1.7 Nothing in the Contract shall impose any liability on the Customer in respect of any liability incurred by the Service Provider to any other person, but this shall not be taken to exclude or limit any liability of the

Customer to the Service Provider that may arise by virtue of either a breach of the Contract or by negligence on the part of the Customer, or the Customer's employees, servants or agents.

18.2 Insurance

- 18.2.1 The Service Provider shall effect and maintain with a reputable insurance company a policy or policies of insurance providing which may be incurred by the Service Provider, arising out of the Service Provider's performance of its obligations under the Contract, including death or personal injury, loss of or damage to property or any other loss. Such policies shall include cover in respect of any financial loss arising from any advice given or omitted to be given by the Service Provider. Such insurance shall be maintained for the Contract Period.
- 18.2.2 The Service Provider shall hold employers liability insurance in respect of Staff with a minimum limit of ten million pounds sterling (£10,000,000) for each individual claim.
- 18.2.3 The Service Provider shall effect and maintain a public liability insurance policy to cover all risks in the performance of this Contract from time to time with a minimum limit of ten million pounds sterling (£10,000,000) for each individual claim.
- 18.2.4 The Service Provider shall effect and maintain a professional indemnity insurance policy to cover all risks in the performance of this Contract with the minimum limit of indemnity of two million pounds sterling (£2,000,000) for each individual claim, or such higher limit as required by law from time to time and shall ensure that all agents, professional consultants and Sub-Contractors involved in the supply of the Services effect and maintain appropriate professional indemnity insurance during the Contract Period.
- 18.2.5 The Service Provider shall give the Customer, on request, copies of all insurance policies referred to in this clause or a broker's verification of insurance to demonstrate that the appropriate cover is in place, together with receipts or other evidence of payment of the latest premiums due under those policies.
- 18.2.6 If, for whatever reason, the Service Provider fails to give effect to and maintain the insurances required by the provisions of the Contract the Customer may make alternative arrangements to protect its interests and may recover the costs of such arrangements from the Service Provider.
- 18.2.7 The provisions of any insurance or the amount of cover shall not relieve the Service Provider of any liabilities under the Contract. It shall be the responsibility of the Service Provider to determine the amount

of insurance cover that will be adequate to enable the Service Provider to satisfy any liability referred to in clause 18.

- 18.2.8 The Service Provider 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 avoided in whole or part. The Service Provider 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 avoid any insurance, or any cover or claim under any insurance in whole or in part.

18.3 Taxation, National Insurance and Employment Liability

- 18.3.1 The Parties acknowledge and agree that the Contract constitutes a contract for the provision of Services and not a contract of employment. The Service Provider shall at all times indemnify the Customer and keep the Customer indemnified in full from and against all claims, proceedings, actions, damages, costs, expenses, liabilities and demands whatsoever and howsoever arising by reason of any circumstances whereby the Customer is alleged or determined to have been assumed or imposed with the liability or responsibility for the Staff (or any of them) as an employer of the Staff and/or any liability or responsibility to HM Revenue or Customs as an employer of the Staff whether during the Contract Period or arising from termination or expiry of the Contract.

19. TERMINATION

19.1 Termination on insolvency

- 19.1.1 The Customer may terminate the Contract with immediate effect by giving notice in writing to the Service Provider where the Service Provider is a company and in respect of the Service Provider:
- 19.1.1.1 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
 - 19.1.1.2 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
 - 19.1.1.3 a petition is presented for its winding up (which is not dismissed within 14 days of its service) or an application is made for the appointment of a provisional liquidator or a

creditors' meeting is convened pursuant to Section 98 of the Insolvency Act 1986; or

19.1.1.4 a receiver, administrative receiver or similar officer is appointed over the whole or any part of its business or assets; or

19.1.1.5 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

19.1.1.6 it is or becomes insolvent within the meaning of Section 123 of the Insolvency Act 1986 ; or

19.1.1.7 being a "small company" within the meaning of section 82(3) of the Companies Act 2006, a moratorium comes into force pursuant to Schedule A1 of the Insolvency Act 1986; or

19.1.1.8 any event similar to those listed in clause 19.1.1.1 to 19.1.1.7 occurs under the law of any other jurisdiction.

19.1.2 The Customer may terminate the Contract with immediate effect by notice in writing where the Service Provider is an individual and:

19.1.2.1 an application for an interim order is made pursuant to Sections 252-253 of the Insolvency Act 1986 or a proposal is made for any composition scheme or arrangement with, or assignment for the benefit of, the Service Provider's creditors; or

19.1.2.2 a petition is presented and not dismissed within 14 days or order made for the Service Provider's bankruptcy; or

19.1.2.3 a receiver, or similar officer is appointed over the whole or any part of the Service Provider's assets or a person becomes entitled to appoint a receiver, or similar officer over the whole or any part of his assets; or

19.1.2.4 the Service Provider is unable to pay his debts or has no reasonable prospect of doing so, in either case within the meaning of Section 268 of the Insolvency Act 1986; or

19.1.2.5 a creditor or encumbrancer attaches or takes possession of, or a distress, execution, sequestration or other such process is levied or enforced on or sued against, the whole or any part of the Service Provider's assets and such attachment or process is not discharged within 14 days; or

19.1.2.6 he dies or is adjudged incapable of managing his affairs within the meaning of Part VII of the Mental Health Act 1983; or

19.1.2.7 the Service Provider suspends or ceases, or threatens to suspend or cease, to carry on all or a substantial part of his business.

19.2 Termination on Change of Control

19.2.1 The Service Provider shall notify the Customer immediately if the Service Provider undergoes a change of control within the meaning of Section 450 of the Corporation Tax Act 2010 ("**Change of Control**") and provided this does not contravene any Law shall notify the Customer immediately in writing of any circumstances suggesting that a Change of Control is planned or in contemplation. The Customer may terminate the Contract by notice in writing with immediate effect within six months of:

19.2.1.1 being notified that a Change of Control has occurred or is planned or in contemplation; or

19.2.1.2 where no notification has been made, the date that the Customer becomes aware of the Change of Control,

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

For the purposes of clause 19.2.1 any transfer of shares or of any interest in shares by a person to its Affiliate where such transfer forms part of a bona fide reorganisation or restructuring shall be disregarded.

19.3 Termination on Default

19.3.1 The Customer may terminate the Contract with immediate effect by giving written notice to the Service Provider if the Service Provider commits a Default and if:

19.3.1.1 the Service Provider has not remedied the Default to the satisfaction of the Customer within thirty (30) Working Days or such other longer period as may be specified by the Customer, after issue of a written notice specifying the Default and requesting it to be remedied; or

19.3.1.2 the Default is not, in the opinion of the Customer, capable of remedy; or

19.3.1.3 the Default is a material breach of the Contract.

19.3.2 In the event that through any Default of the Service Provider, data transmitted or processed in connection with the Contract is either lost or sufficiently degraded so as to be unusable, the Service Provider shall

be liable for the cost of reconstitution of that data and shall reimburse the Customer in respect of any charge levied for its transmission and any other costs charged in connection with such Default of the Service Provider.

- 19.3.3 If the Customer fails to pay the Service Provider undisputed sums of money when due, the Service Provider shall notify the Customer in writing of such failure to pay. If the Customer fails to pay such undisputed sums within the period specified in clause 11.2, the Service Provider may terminate the Contract in writing with immediate effect, save that such right of termination shall not apply where the failure to pay is due to the Customer exercising its rights under clause 11.3 (Recovery of Sums Due).

19.4 Termination of Framework Agreement

The Customer may terminate the Contract by giving written notice to the Service Provider with immediate effect if the Framework Agreement is fully or partly terminated for any reason whatsoever.

19.5 Termination on Financial Standing

The Customer may terminate this Contract by serving notice on the Service Provider in writing with effect from the date specified in such notice 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 Service Provider (as measured from the Commencement Date) which:

- 19.5.1 adversely impacts on the Service Provider's ability to supply the Goods and/or Services under this Contract; or
- 19.5.2 could reasonably be expected to have an adverse impact on the Service Providers ability to supply the Goods and/or Services under this Contract.

19.6 Termination on Audit

The Customer may terminate this Contract by serving notice in writing with effect from the date specified in such notice if the Service Provider commits a Default of clauses 26.1 to 26.5 or clause 26.7 (Records and Audit Access).

19.7 Termination in relation to Benchmarking

The Customer may terminate this Contract by serving notice on the Service Provider in writing with effect from the date specified in such notice if the Service Provider refuses or fails to comply with its obligations as set out in Schedule 7 of the Framework Agreement (Continuous Improvement and Benchmarking).

19.8 Partial Termination

If the Customer is entitled to terminate this Contract pursuant to this clause 19, it may (at its sole discretion) terminate all or part of this Contract.

19.9 Termination in compliance with Public Contracts Regulations 2015

The Customer may terminate Contracts where:

- 19.9.1 the Contract has been subject to a substantial modification which would require a new procurement procedure in accordance with regulation 72 (9) of the PCR 2015;
- 19.9.2 the Service Provider has, at the time of the contract award, been in one of the situations referred to in regulation 57 (1) of the PCR 2015, including as a result of the application of regulation 57 (2), and should therefore have been excluded from the procurement procedure; or
- 19.9.3 the Contract should not have been awarded to the Service Provider in view of a serious infringement of the obligations under the Treaties and the Public Contracts Directive that has been declared by the Court of Justice of the European Union in a procedure under Article 258 of the TFEU.

19.10 Termination on termination of the Mirror Framework

- 19.10.1 In the event that any Mirror Framework is terminated or otherwise expires, the Customer may elect to terminate this Contract by serving notice in writing with effect from the date specified in such notice.

20. CONSEQUENCES OF EXPIRY OR TERMINATION

- 20.1 Where the Customer terminates the Contract under clauses 19.3 (Termination on Default), 19.6 (Financial Standing), 19.7 (Audit), 19.8 (Benchmarking) and then makes other arrangements for the supply of Goods and/or the Services, the Customer may recover from the Service Provider the cost reasonably incurred of making those other arrangements and any additional expenditure incurred by the Customer throughout the remainder of the Contract Period. The Customer shall take all reasonable steps to mitigate such additional expenditure. Where the Contract is terminated under clauses 19.3, 19.6, 19.7 and 19.8., no further payments shall be payable by the Customer to the Service Provider until the Customer has established the final cost of making those other arrangements.
- 20.2 On the termination of the Contract for any reason, the Service Provider shall:
 - 20.2.1 immediately return to the Customer all Confidential Information, Personal Data and Customer's Pre-Existing IPRs and the Project Specific IPRs in its possession or in the possession or under the control of any permitted Service Providers or Sub-Contractors, which was obtained or produced in the course of providing the Goods and/or Services;
 - 20.2.2 cease to use the Customer Data and, at the direction of the Customer provide the Customer and/or the Replacement Service Provider with a

complete and uncorrupted version of the Customer Data in electronic form in the formats and on media agreed with the Customer and/or the Replacement Service Provider;

- 20.2.3 except where the retention of Customer Data is required by Law, on the earlier of the receipt of the Customer's written instructions or 12 months after the date of expiry or termination, destroy all copies of the Customer Data and promptly provide written confirmation to the Customer that the data has been destroyed.
 - 20.2.4 immediately deliver to the Customer all Property (including materials, documents, information and access keys) provided to the Service Provider under clause 4.2. Such property shall be handed back to the Customer in good working order (allowance shall be made for reasonable wear and tear);
 - 20.2.5 transfer to the Customer and/or the Replacement Service Provider (as notified by the Customer) such of the Licensed Goods and/or contracts as are notified to it by the Service Provider and/or the Customer in return for payment of the costs (if any) notified to the Customer by the Service Provider in respect of such Licensed Goods and/or contracts and/or any other items of relevance;
 - 20.2.6 assist and co-operate with the Customer to ensure an orderly transition of the provision of the Services to the Replacement Service Provider and/or provide all such assistance and co-operation as the Customer may reasonably require;
 - 20.2.7 return to the Customer any sums prepaid in respect of the Goods and/or Services not provided by the date of expiry or termination (howsoever arising); and
 - 20.2.8 promptly provide all information concerning the provision of the Goods and/or Services which may reasonably be requested by the Customer for the purposes of adequately understanding the manner in which the Goods and/or Services have been provided or for the purpose of allowing the Customer or the Replacement Service Provider to conduct due diligence.
- 20.3 If the Service Provider fails to comply with clause 20.2.1 and 20.2.8, the Customer may recover possession thereof and the Service Provider grants a licence to the Customer or its appointed agents to enter (for the purposes of such recovery) any premises of the Service Provider or its permitted agents or Sub-Contractors where any such items may be held.
- 20.4 Where the end of the Contract Period arises due to the Service Provider's Default, the Service Provider shall provide all assistance under clause 20.2.5 and 20.2.8 free of charge. Otherwise, the Customer shall pay the Service Provider's reasonable costs of providing the assistance and the Service Provider shall take all reasonable steps to mitigate such costs.

20.5 NOT USED

20.6 Save as otherwise expressly provided in the Contract:

- 20.6.1 termination or expiry of the Contract shall be without prejudice to any rights, remedies or obligations accrued under the Contract prior to termination or expiration and nothing in the Contract shall prejudice the right of either Party to recover any amount outstanding at the time of such termination or expiry; and
- 20.6.2 termination of the Contract shall not affect the continuing rights, remedies or obligations of the Customer or the Service Provider under clauses 11.2 (Payment and VAT), 11.3 (Recovery of Sums Due), 16 (Intellectual Property Rights), 16.8 (Protection of Personal Data), 16.10 (Confidentiality), 16.11 (Freedom of Information), 18 (Liabilities), 20 (Consequences of Expiry or Termination), 25 (Prevention of Bribery and Corruption), 26 (Records and Audit Access), 27 (Prevention of Fraud), 31 (Cumulative Remedies), 37 (Conflicts of Interest), 39 (The Contracts (Rights of Third parties) Act 1999) and 42.1 (Governing Law and Jurisdiction).

21. PUBLICITY, MEDIA AND OFFICIAL ENQUIRIES

- 21.1 The Service Provider shall not make any press announcements or publicise the Contract in any way without Approval and shall take reasonable steps to ensure that its servants, agents, employees, Sub-Contractors, Service Providers, professional advisors and consultants comply with this clause 21. Any such press announcements or publicity proposed under this clause 21.1 shall remain subject to the rights relating to Confidential Information and Commercially Sensitive Information,
- 21.2 Subject to the rights in relation to Confidential Information and Commercially Sensitive Information, the Customer shall be entitled to publicise the Contract in accordance with any legal obligation upon the Customer, including any examination of the Contract by the Auditor.
- 21.3 The Service Provider shall not do anything or permit to cause anything to be done, which may damage the reputation of the Customer or bring the Customer into disrepute.

22. ANTI-DISCRIMINATION

- 22.1 The Service Provider shall not unlawfully discriminate within the meaning and scope of Equality Legislation or any other law, enactment, order, or regulation relating to discrimination (whether in age, race, gender, religion, disability, sexual orientation or otherwise) in employment.
- 22.2 The Service Provider shall take all reasonable steps to secure the observance of clause 23.1 by all Staff employed in performance of this Contract.

- 22.3 The Service Provider shall notify the Customer forthwith in writing as soon as it becomes aware of any investigation of or proceedings brought against the Service Provider under Equality Legislation or any other law, enactment, order or regulation.
- 22.4 Where any investigation is undertaken by a person or body empowered to conduct such investigation and/or proceedings are instituted in connection with any matter relating to the Service Provider's performance of this Contract being in contravention of Equality Legislation or any other law, enactment, order or regulation relating to discrimination, the Service Provider shall, free of charge provide any information requested in the timescale allotted; attend any meetings as required and permit the Service Provider's Staff to attend; promptly allow access to and investigation of any documents or data deemed to be relevant; allow the Service Provider and any of the Service Provider's Staff to appear as witness in any ensuing proceedings; and cooperate fully and promptly in every way required by the person or body conducting such investigation during the course of that investigation.
- 22.5 Where any investigation is conducted or proceedings are brought under Equality Legislation or any other law, enactment, order or regulation relating to discrimination which arise directly or indirectly out of any act or omission of the Service Provider, its agents or Sub-Contractors, or the Service Provider's Staff, and where there is a finding against the Service Provider in such investigation or proceedings, the Service Provider shall indemnify the Customer with respect to all costs, charges and expenses (including legal and administrative expenses) arising out of or in connection with any such investigation or proceedings and such other financial redress to cover any payment the Customer may have been ordered or required to pay to a third party.
- 22.6 The Service Provider must ensure that all written information produced or used in connection with this Contract is as accessible as possible to people with disabilities and to people whose level of literacy in English is limited.
- 22.7 The Service Provider acknowledges that the Customer may carry out an impact analysis as defined under the Equality Act 2010 in respect of any aspect of the provision of the Services and the Service Provider shall provide all necessary assistance and information to the Customer as may be required in relation to the performance of an impact analysis by the Customer. The Service Provider shall implement any changes or adjustments that are required as a result of, or in connection with the outcome of the impact analysis undertaken by the Customer.

23. HEALTH AND SAFETY

- 23.1 The Service Provider shall promptly notify the Customer of any health and safety hazards which may arise in connection with the performance of its obligations under the Contract. The Customer shall promptly notify the Service Provider of any health and safety hazards which may exist or arise at the Customer's Premises and which may affect the Service Provider in the performance of its obligations under the Contract.

- 23.2 While on the Customer's Premises, the Service Provider shall comply with any health and safety measures implemented by the Customer in respect of Staff and other persons working there.
- 23.3 The Service Provider shall notify the Customer immediately in the event of any incident occurring in the performance of its obligations under the Contract on the Premises where that incident causes any personal injury or damage to property which could give rise to personal injury.
- 23.4 The Service Provider shall comply with the requirements of the Health and Safety at Work etc. Act 1974 and any other acts, orders, regulations and codes of practice relating to health and safety, which may apply to Staff and other persons working on the Premises in the supply of the Goods and/or Services under the Contract.
- 23.5 The Service Provider shall ensure that its health and safety policy statement (as required by the Health and Safety at Work etc. Act 1974) is made available to the Customer on request.

24. ENVIRONMENTAL REQUIREMENTS Not Used

25. PREVENTION OF BRIBERY AND CORRUPTION

- 25.1 The Service Provider shall not:
 - 25.1.1 offer or give, or agree to give, to any employee, agent, servant or representative of the Customer, or any other public body or person employed by or on behalf of the Customer, any gift or other consideration of any kind which could act as an inducement or a reward for any act or failure to act in relation to this Contract;
 - 25.1.2 engage in and shall procure that all Service Provider's Staff, consultants, agents or Sub-Contractors or any person acting on the Service Provider's behalf shall not commit, in connection with this Contract, a Prohibited Act under the Bribery Act 2010, or any other relevant laws, statutes, regulations or codes in relation to bribery and anti-corruption; and
 - 25.1.3 commit any offences under the Prevention of Corruption Acts 1889 to 1916.
- 25.2 The Service Provider warrants, represents and undertakes that it has not:
 - 25.2.1 paid commission or agreed to pay commission to the Customer or any other public body or any person employed by or on behalf of the Customer or a public body in connection with the Contract; and
 - 25.2.2 entered into this Contract with knowledge, that, in connection with it, any money has been, or will be, paid to any person working for or engaged by the Customer or any other public body or any person

employed by or on behalf of the Customer in connection with the Contract, or that an agreement has been reached to that effect, unless details of any such arrangement have been disclosed in writing to the Customer and ESPO before execution of this Contract;

25.3 The Service Provider shall:

- 25.3.1 in relation to this Contract, act in accordance with the Ministry of Justice Guidance pursuant to Section 9 of the Bribery Act 2010;
- 25.3.2 immediately notify the Customer and ESPO if it suspects or becomes aware of any breach of this clause 25;
- 25.3.3 respond promptly to any of the Customer's enquiries regarding any breach, potential breach or suspected breach of this clause 25 and the Service Provider shall co-operate with any investigation and allow the Customer to audit Service Provider's books, records and any other relevant documentation in connection with the breach;
- 25.3.4 if so required by the Customer, within twenty (20) Working Days of the Commencement Date, and annually thereafter, certify to the Customer in writing of the Service Provider and all persons associated with it or other persons who are supplying the Goods and Services in connection with this Contract compliance with this clause 25. The Service Provider shall provide such supporting evidence of compliance as the Customer may reasonably request;
- 25.3.5 have and maintain an anti-bribery policy (which shall be disclosed to the Customer on request) to prevent it any of its Staff, consultants, agents or Sub-Contractors, or any person acting on the Service Provider's behalf from committing a Prohibited Act and shall enforce it where appropriate.

25.4 If the Service Provider, its Staff, consultants, agents or Sub-Contractors or any person acting on the Service Provider's behalf, in all cases whether or not acting with the Service Provider's knowledge breaches:

- 25.4.1 this clause 25; or
- 25.4.2 the Bribery Act 2010 in relation to this Contract or any other contract with the Customer or any other public body or any person employed by or on behalf of the Customer or a public body in connection with the Contract,

the Customer shall be entitled to terminate this Contract by written notice with immediate effect.

25.5 Without prejudice to its other rights and remedies under this clause 25, the Customer shall be entitled to recover in full from the Service Provider and the Service Provider shall on demand indemnify the Customer in full from and against:

- 25.5.1 the amount of value of any such gift, consideration or commission; and
- 25.5.2 any other loss sustained by the Customer in consequence of any breach of this clause 25.

26. RECORDS AND AUDIT ACCESS

- 26.1 The Service Provider shall keep and maintain for six (6) Years after the date of termination or expiry (whichever is the earlier) of the Contract (or as long a period as may be agreed between the Parties), full and accurate records and accounts of the operation of the Contract including the Goods and/or Services provided under it, and the amounts paid by the Customer.
- 26.2 The Service Provider shall keep the records and accounts referred to in clause 26.1 above in accordance with Good Industry Practice and generally accepted accounting principles.
- 26.3 The Service Provider shall afford the Customer and the Auditors access to the records and accounts referred to in clause 26.2 at the Service Provider's premises and/or provide copies of such records and accounts, as may be required by the Customer and/or the Auditors from time to time, in order that the Customer and/or the Auditors may carry out an inspection including for the following purposes:
 - 26.3.1 to verify the accuracy of the Contract Price (and proposed or actual variations to them in accordance with this Contract), and/or the costs of all Service Provider (including Sub-Contractors) of the Services;
 - 26.3.2 to review the integrity, confidentiality and security of the Customer Data held or used by the Service Provider;
 - 26.3.3 to review the Service Provider's compliance with the DPA in accordance with this Contract and any other Laws;
 - 26.3.4 to review the Service Provider's compliance with its continuous improvement and benchmarking obligations set out in schedule 6 of the Framework Agreement;
 - 26.3.5 to review the Service Provider's compliance with its security obligations set out in clause 16;
 - 26.3.6 to review any books of account kept by the Service Provider in connection with the provision of the Service;
 - 26.3.7 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;
 - 26.3.8 to inspect the Customer's assets, including the Intellectual Property Rights, equipment, facilities and maintenance, for the purposes of ensuring that the Customer's assets are secure and that any register of assets is up to date; and/or

- 26.3.9 to ensure that the Service Provider is complying with its obligations under this Contract.
- 26.4 The Service Provider shall on request afford the Customer, the Customer's representatives and/or the Auditor access to such records and accounts as may be required by the Customer from time to time.
- 26.5 The Service Provider shall provide such records and accounts (together with copies of the Service Provider's published accounts) on request during the Contract Period and for a period of six (6) Years after termination or expiry of the Contract Period or the last Contract (whichever is the later) to the Customer and/or its Auditors.
- 26.6 The Customer shall use reasonable endeavours to ensure that the conduct of each audit does not unreasonably disrupt the Service Provider or delay the provision of the Services or supply of Goods save insofar as the Service Provider accepts and acknowledges that control over the conduct of audits carried out by the Auditor is outside of the control of the Customer.
- 26.7 Subject to the Service Provider's rights in respect of Confidential Information, the Service Provider shall on demand provide the Auditors with all reasonable co-operation and assistance in relation to each audit, including:
- 26.7.1 all reasonable information requested by the Customer within the scope of the audit;
- 26.7.2 reasonable access to sites controlled by the Service Provider and to Equipment used in the provision of the Goods and/or Services; and
- 26.7.3 access to the Staff.
- 26.8 The Parties agree that they shall bear their own respective costs and expenses incurred in respect of compliance with their obligations under this clause 26, unless the audit reveals a material Default by the Service Provider in which case the Service Provider shall reimburse the Customer for the Customer's reasonable costs incurred in relation to the audit.

27. PREVENTION OF FRAUD

- 27.1 The Service Provider shall take all reasonable steps, in accordance with Good Industry Practice, to prevent any Fraud by Staff and the Service Provider (including its shareholders, members and directors) in connection with the receipt of monies from the Customer.
- 27.2 The Service Provider shall notify the Customer immediately if it has reason to suspect that any Fraud has occurred or is occurring or is likely to occur save where complying with this provision would cause the Service Provider or its Staff to commit an offence under the Proceeds of Crime Act 2002 or the Terrorism Act 2000.

27.3 If the Service Provider or its Staff commits any Fraud in relation to this or any other contract with a Contracting Authority or the Customer, the Customer may:

27.3.1 terminate the Contract with immediate effect by giving the Service Provider notice in writing; and/or

27.3.2 recover in full from the Service Provider and the Service Provider shall on demand indemnify the Customer in full from any loss sustained by the Customer in consequence of any breach of this clause 27 including the cost reasonably incurred by the Customer of making other arrangements for the supply of the Goods and/or Services and any additional expenditure incurred by the Customer throughout the remainder of the Contract Period.

28. TRANSFER AND SUB-CONTRACTING

28.1 The Service Provider shall not assign, novate, Sub-Contract or in any other way dispose of the Contract or any part of it without Approval.

28.2 The Service Provider shall not substitute or remove a Sub-Contractor or appoint an additional Sub-Contractor without the prior written consent of ESPO and the Customer. Notwithstanding any permitted Sub-Contract in accordance with this clause 28, the Service Provider 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.

29. FORCE MAJEURE

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

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

29.3 If either Party becomes aware of a Force Majeure event or occurrence which gives rise to or is likely to give rise to any such failure or delay on its part as described in clause 29.1 it shall immediately notify the other by the most expeditious method then available and shall inform the other of the period during which it is estimated that such failure or delay shall continue.

- 29.4 If an event of Force Majeure event affects the Services, the Customer may direct the Service Provider to procure those Goods and/or Services from a third party Service Provider in which case the Service Provider will be liable for payment for the provision of those Goods and/or Services for as long as the delay in performance continues.
- 29.5 The Service Provider will not have the right to any payment from the Customer under this Contract where the Service Provider is unable to provide the Goods and/or Services because of an event of Force Majeure. However if the Customer directs the Service Provider to use a replacement Service Provider pursuant to sub-clause 29.4, then the Customer will pay the Service Provider (a) the Contract Price; and (b) the difference between the Contract Price and the new Service Provider's costs if, in respect of the Goods and/or Services that are subject to Force Majeure, the new Service Provider's costs are greater than the Contract Price.

30. WAIVER

- 30.1 The failure of either Party to insist upon strict performance of any provision of the Contract, or the failure of either Party to exercise, or any delay in exercising, any right or remedy shall not constitute a waiver of that right or remedy and shall not cause a diminution of the obligations established by the Contract.
- 30.2 No waiver shall be effective unless it is expressly stated to be a waiver and communicated to the other Party in writing in accordance with clause 40 (Notices).
- 30.3 A waiver by either Party of any right or remedy arising from a breach of the Contract shall not constitute a waiver of any right or remedy arising from any other or subsequent breach of the Contract.

31. CUMULATIVE REMEDIES

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

32. FURTHER ASSURANCES

- 32.1 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 Contract.

33. VARIATION

- 33.1 No variation of this agreement shall be effective unless it is in writing and signed by the Parties (or their authorised representatives).

34. SEVERABILITY

- 34.1 If any provision of the Contract is held invalid, illegal or unenforceable for any reason, such provision shall be severed and the remainder of the provisions hereof shall continue in full force and effect as if the Contract had been executed with the invalid, illegal or unenforceable provision eliminated.
- 34.2 In the event of a holding of invalidity so fundamental as to prevent the accomplishment of the purpose of the Contract, the Customer and the Service Provider shall immediately commence good faith negotiations to remedy such invalidity.

35. MISTAKES IN INFORMATION

- 35.1 The Service Provider shall be responsible for the accuracy of all drawings, documentation and information supplied to the Customer by the Service Provider in connection with the supply of the Goods and/or Services and shall pay the Customer any extra costs occasioned by any discrepancies, errors or omissions therein, except where such mistakes are the fault of the Customer.

36. SERVICE PROVIDER'S STATUS

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

37. CONFLICTS OF INTEREST

- 37.1 The Service Provider shall take appropriate steps to ensure that neither the Service Provider nor any Staff are placed in a position where (in the reasonable opinion of the Customer), there is or may be an actual conflict, or a potential conflict, between the pecuniary or personal interests of the Service Provider or Staff and the duties owed to the Customer under the provisions of the Contract.
- 37.2 The Service Provider shall promptly notify the Customer (and provide full particulars to the Customer) if any conflict referred to in clause 37.1 above arises or is reasonably foreseeable.
- 37.3 The Customer reserves the right to terminate the Contract immediately by giving notice in writing to the Service Provider and/or to take such other steps it deems necessary where, in the reasonable opinion of the Customer, there is or may be an actual conflict, or a potential conflict, between the pecuniary or personal interests of the Service Provider and the duties owed to the Customer under the provisions of the Contract. The actions of the Customer pursuant to this clause shall not prejudice or affect any right of action or remedy which shall have accrued or shall thereafter accrue to the either party.

- 37.4 This clause shall apply during the Contract Period and for a period of two (2) Years after expiry of the Contract Period.

38. ENTIRE AGREEMENT

- 38.1 This Contract constitutes the entire agreement and understanding between the Parties in respect of the matters dealt with in it and supersedes, cancels or nullifies any previous agreement between the Parties in relation to such matters.
- 38.2 Each of the Parties acknowledges and agrees that in entering into the Contract it does not rely on, and shall have no remedy in respect of, any statement, representation, warranty or undertaking (whether negligently or innocently made) other than as expressly set out in the Contract.
- 38.3 The Service Provider acknowledges that it has:
- 38.3.1 entered into the Contract in reliance on its own due diligence alone; and
 - 38.3.2 received sufficient information required by it in order to determine whether it is able to provide the Goods and/or Services in accordance with the terms of the Contract.
- 38.4 Nothing in clauses 38.1 and 38.2 shall operate to exclude Fraud or fraudulent misrepresentation.
- 38.5 The Contract may be executed in counterparts each of which when executed and delivered shall constitute an original but all counterparts together shall constitute one and the same instrument.

39. THE CONTRACTS (RIGHTS OF THIRD PARTIES) ACT 1999

- 39.1 A person who is not a Party to the Contract except ESPO, or the Trading Company as appropriate, in relation to its right to claim retrospective rebate from the Service Provider under the payment clause has no right under the Contracts (Rights of Third Parties) Act 1999 to enforce any of its provisions which, expressly or by implication, confer a benefit on him, without the prior written agreement of the Parties, but this does not affect any right or remedy of any person which exists or is available otherwise than pursuant to that Act.
- 39.2 The Parties agree that the Contracts (Rights of Third Parties) Act 1999 (CROTPA) shall apply to clause 14 to the extent necessary that any Former Service Provider and Replacement Service Provider shall have the right to enforce the obligations owed to, and indemnities given to, the Former Service Provider and the Replacement Service Provider by the Service Provider under that clause 14 in its own right pursuant to clause 1(1) of CROTPA.
- 39.3 No consent of any third party is necessary for any rescission, variation (including any release or compromise in whole or in part of liability) or termination of this Contract or any one or more clauses of it.

40. NOTICES

- 40.1 Except as otherwise expressly provided within the Contract, no notice or other communication from one Party to the other shall have any validity under the Contract unless made in writing by or on behalf of the Party sending the communication.
- 40.2 Any notice or other communication which is to be given by either Party to the other shall be given by letter (sent by hand, post, registered post or by the recorded delivery service), or by electronic mail (confirmed by letter). Such letters shall be addressed to the other Party in the manner referred to in clause 40.3. Provided the relevant communication is not returned as undelivered, the notice or communication shall be deemed to have been given two (2) Working Days after the day on which the letter was posted, or four (4) hours, in the case of electronic mail or sooner where the other Party acknowledges receipt of such letters, facsimile transmission or item of electronic mail.
- 40.3 For the purposes of clause 40.2, the address, email address of each Party shall be the address and email address set out in the Master Contract Schedule and/or any other Contract Document.
- 40.4 Either Party may change its address for service by serving a notice in accordance with this clause.

41. LEGISLATIVE CHANGE & LOCAL GOVERNMENT REORGANISATION

- 41.1 The Service Provider shall neither be relieved of its obligations under this Contract nor be entitled to an increase in the Contract Price as the result of a general change in law.
- 41.2 The Parties acknowledge that during the Term of this Contract the local government structure in the Customer's administrative areas may be subject to change. These administrative changes may give rise to the need for the Customer to terminate this Contract and/or seek its potential variation with any successor or assignee of the Customer. The Customer shall not be liable for any loss of any kind including, but not limited to, lost opportunity that may arise as a consequence of local government reorganisation.

42. DISPUTES AND LAW

42.1 Governing Law and Jurisdiction

The Contract shall be governed by and interpreted in accordance with the laws of England and Wales and the Parties agree to submit to the exclusive jurisdiction of the English courts any dispute that arises in connection with the Contract.

42.2 Dispute Resolution

- 42.2.1 The Parties shall attempt in good faith to negotiate a settlement to any dispute between them arising out of or in connection with the Contract within twenty (20) Working Days of either Party notifying the other of

the dispute and such efforts shall involve the escalation of the dispute to the level of the Customer's Representative and the Service Provider's Representative.

- 42.2.2 Nothing in this dispute resolution procedure shall prevent the Parties from seeking from any court of competent jurisdiction an interim order restraining the other Party from doing any act or compelling the other Party to do any act.
- 42.2.3 If the dispute cannot be resolved by the Parties pursuant to clause 42.2.1 the Parties shall refer it to mediation pursuant to the procedure set out in clause 42.2.5 unless:
- 42.2.3.1 the Customer considers that the dispute is not suitable for resolution by mediation; or
- 42.2.3.2 the Service Provider does not agree to mediation.
- 42.2.4 The obligations of the Parties under the Contract shall not be suspended, cease or be delayed by the reference of a dispute to mediation and the Service Provider and the Staff shall comply fully with the requirements of the Contract at all times.
- 42.2.5 The procedure for mediation is as follows:
- 42.2.5.1 a neutral adviser or mediator ("**the Mediator**") shall be chosen by agreement between the Parties or, if they are unable to agree upon a Mediator within ten (10) Working Days after a request by one Party to the other or if the Mediator agreed upon is unable or unwilling to act, either Party shall within ten (10) Working Days from the date of the proposal to appoint a Mediator or within ten (10) Working Days of notice to either Party that he is unable or unwilling to act, apply to the Centre for Effective Dispute Resolution ("**CEDR**") to appoint a Mediator;
- 42.2.5.2 the Parties shall within 10 Working Days of the appointment of the Mediator meet with him in order to agree a programme for the exchange of all relevant information and the structure to be adopted for negotiations to be held. If considered appropriate, the Parties may at any stage seek assistance from the mediation provider appointed by CEDR to provide guidance on a suitable procedure;
- 42.2.5.3 unless otherwise agreed, all negotiations connected with the dispute and any settlement agreement relating to it shall be conducted in confidence and without prejudice to the rights of the Parties in any future proceedings;
- 42.2.5.4 if the Parties reach agreement on the resolution of the dispute, the agreement shall be reduced to writing and shall

be binding on the Parties once it is signed by their duly authorised representatives;

42.2.5.5 failing agreement, either of the Parties may invite the Mediator to provide a non-binding but informative opinion in writing. Such an opinion shall be provided on a without prejudice basis and shall not be used in evidence in any proceedings relating to the Contract without the prior written consent of both Parties; and

42.2.5.6 if the Parties fail to reach agreement in the structured negotiations within sixty (60) Working Days of the Mediator being appointed, or such longer period as may be agreed by the Parties, then any dispute or difference between them may be referred to the courts.

SCHEDULE 1

SERVICE LEVELS AND SERVICE CREDITS (where appropriate)

1. SCOPE

This schedule 1 sets out the Service Levels which the Service Provider is required to achieve when delivering the Services, the mechanism by which Service Failures will be managed and the method by which the Service Provider's performance of the Services by the Service Provider will be monitored. This schedule comprises:

Part A: Service Levels;

Appendix to Part A - Service Levels and Service Credits; and

Part B: Performance Monitoring.

PART A

SERVICE LEVELS

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 Service Provider's failure to deliver the level of Service for which it has contracted to deliver; and

2.1.3 incentivise the Service Provider to meet the Service Levels and to remedy any failure to meet the Service Levels expeditiously.

3. SERVICE LEVELS

3.1 The Appendix to this Part A of this schedule sets out Service Levels the performance of which the Parties have agreed to measure.

3.2 The Service Provider shall monitor its performance of each of the Services referred to in Appendix A by reference to the Service Level(s) for that part of the Service and shall send the Customer a report detailing the level of service which was achieved in accordance with the provisions of part B of this schedule 1.

3.3 If the level of performance of the Service Provider of any element of the Services during Contract Period:

3.3.1 fails to achieve a Service Level in respect of each element of the Service, then the Customer shall make a deduction from the Contract Charges in accordance with Appendix A to this schedule 1; or

3.3.2 constitutes a Critical Service Failure, the Customer shall be entitled to terminate this Contract pursuant to clause 19.3

APPENDIX TO PART A

SERVICE LEVELS AND SEVERITY LEVELS

		Level achieved			
Service Level		60-70%	71-90%	91-95%	96-100%
1.	Timeliness of provision			X	
2.	Effective Candidate management			X	
3.	Target time for dealing with escalations problems or issues			X	
4.	Provision of Management Information.			X	

The Service Credits shall be calculated on the basis of the following formula and worked example:

Formula - 100% - % of Service Level achieved = x% of the Contract Charges to be deducted from the next invoice payable by the Customer.

Worked example - 100% (e.g. Service Level requirement for data accuracy) - 75% (e.g. accuracy of data) = 25% of the Contract Charges to be deducted from the next invoice payable by the Customer

PART B

PERFORMANCE MONITORING

1. PRINCIPAL POINTS

- 1.1 This Part B provides the methodology for monitoring the Services:
 - 1.1.1 to ensure that the Service Provider is complying with the Service Levels;
and
 - 1.1.2 for identifying any failures to achieve Service Levels in the performance of the Service Provider and/or delivery of the Services ("**Performance Monitoring System**").
- 1.2 Within 20 Working Days of the Commencement Date the Service Provider 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 Customer shall report all failures to achieve Service Levels and any Critical Service Failure to the Customer in accordance with the processes agreed in paragraph 1.2 above.

3. PERFORMANCE MONITORING AND PERFORMANCE REVIEW

- 3.1 The Service Provider shall provide the Customer with reports in accordance with the process and timescales agreed pursuant to paragraph 1.2 above which shall contain, as a minimum, the following information in respect of the relevant period just ended:
 - 3.1.1 for each Service Level, the actual performance achieved over the Service Level for the relevant period;
 - 3.1.2 a summary of all failures to achieve Service Levels that occurred during that period;
 - 3.1.3 any Critical Service 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 Service Level reports ("Performance Review Meetings") on a monthly basis (unless otherwise agreed). The Performance Review Meetings will be the forum for the review by the Service Provider 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 reports being issued by the Service Provider;
 - 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 Service Provider's Representative and the Customer's Representative; and
 - 3.2.4 be fully minuted by the Service Provider. The prepared minutes will be circulated by the Service Provider 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 Service Provider's 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 Service Provider 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 Service Provider and the calculations of the amount of Service Credits for any specified period.

4. SATISFACTION SURVEYS

- 4.1 In order to assess the level of performance of the Service Provider, the Customer may undertake satisfaction surveys in respect of the Service Provider's provision of the Services.
- 4.2 The Customer shall be entitled to notify the Service Provider of any aspects of their performance of the Services which the responses to the Satisfaction Surveys reasonably suggest are not in accordance with the Contract.
- 4.3 All other suggestions for improvements to the Services shall be dealt with as part of the continuous improvement programme pursuant to clause 8.

SCHEDULE 2

IMPLEMENTATION PLAN AND MILESTONES

1. IMPLEMENTATION PLAN

- 1.1 The Service Provider shall supply the Goods and/or Services in accordance with the Implementation Plan that it submitted to the Customer prior to the Commencement Date which shall be incorporated into the Master Contract Schedule and/or any other Contract Document.
- 1.2 If so required by the Customer, the Service Provider shall produce a further version of the Implementation Plan (based on the plan specified in the Master Contract Schedule or any other Contract Document) in such further detail as the Customer may reasonably require. The Service Provider shall ensure that each version of the Implementation Plan is subject to Approval. The Service Provider shall ensure that the Implementation Plan is maintained and updated on a regular basis as may be necessary to reflect the then current state of the implementation of the Services and/or provision of the Goods.
- 1.3 The Customer shall have the right to require the Service Provider to include any reasonable changes or provisions in each version of the Implementation Plan.

2. MILESTONES

- 2.1 The Service Provider shall perform its obligations so as to meet each Milestone by the Milestone Date.
- 2.2 Changes to the Milestones shall only be made in accordance with the Variation Procedure and provided that the Service Provider shall not attempt to postpone any of the Milestones using the Variation Procedure or otherwise (except in the event of a Customer Default which affects the Service Provider's ability to achieve a Milestone by the relevant Milestone Date).
- 2.3 If a Milestone has not been achieved by the relevant Milestone Date, the Service Provider shall pay to the Customer Delay Payments in accordance with the table above for each day of delay from and including the relevant Milestone Date until and including the date on which the relevant Milestone criteria are actually achieved and the Customer provides the Service Provider with confirmation in writing of its satisfaction that the Milestone has been met.
- 2.4 No payment or concession to the Service Provider 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 pursuant to the provisions of this Schedule or be deemed to be a waiver of the right of the Customer to recover any such damages unless such waiver has been signed by the Customer, expressly made in writing by the Customer and refers specifically to a waiver of the Customer's rights to claim Delay Payments.
- 2.5 The Customer's rights to claim Delay Payments pursuant to this Contract shall be without prejudice to any right of the Customer to claim damages for breach.

