

## DPS Schedule 6 (Letter of Appointment Template and Order Schedules)

### Letter of Appointment

This Letter of Appointment is issued in accordance with the provisions of the DPS Contract RM6124 Communications Marketplace between CCS and the Agency, dated 06/09/2021.

Capitalised terms and expressions used in this letter have the same meanings as in the Order Incorporated Terms unless the context otherwise requires.

ORDER:

|                      |   |
|----------------------|---|
| <b>Order Number:</b> | TBC – Purchase order to be raised when the contract is signed<br><br>CQC EP&S 063 Increasing Feedback through Digital Advertising         |
| <b>From:</b>         | Care Quality Commission<br>Citygate<br>Gallowgate<br>Newcastle<br>NE1 4PA   |
| <b>To:</b>           | Barley Communications Ltd<br>71-75 Sheldon Street,<br>London<br>WC2H 9JQ<br><br>Company Registration: 10043675<br>Vat number: 251 6969 77 |

|                              |            |
|------------------------------|------------|
| <b>Order Start Date:</b>     | 01/06/2024 |
| <b>Order Expiry Date:</b>    | 31/03/2025 |
| <b>Order Initial Period:</b> | 10 Months  |

|   |  |
|---|--|
| <b>Order Optional Extension Period:</b> | The contract can be extended up to a further 12 months.<br>Minimum written notice to Agency in respect of extension is 3 months. |
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| <b>Goods or Services required:</b> | Services required are set out in DPS Schedule 1 of the DPS Agreement and the relevant Brief and are to be delivered in line with the accepted Proposal as detailed Order Schedule 4. |
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|                     |   |
|---------------------|---|
| <b>Key Staff:</b>   | <p><b>For the Client:</b></p> <p>J [REDACTED]<br/>[REDACTED]<br/>[REDACTED] <a href="#">uk</a></p> <p><b>For the Agency:</b></p> <p>[REDACTED] [REDACTED]<br/>[REDACTED]<br/>[REDACTED]</p> |
| <b>Guarantor(s)</b> | Not used  |

|  |  |
|--|--|
| <b>Order Contract Charges (including any applicable discount(s), but excluding VAT):</b> | £61,751.67 (EX VAT)<br>Final costs for Initial term  |
| <b>Liability</b>   | <b>See Clause 11 of the Core Terms as amended by the Special Terms below.</b>  |
| <b>Additional Insurance Requirements</b>   | Not applicable   |
| <b>Client billing address for invoicing:</b>   | Please email invoices to: <a href="mailto:Accountspayable@cqc.org.uk">Accountspayable@cqc.org.uk</a> quoting a valid purchase order number |

|                             |  |
|-----------------------------|--|
| <p><b>Special Terms</b></p> | <p><u>Special Term 1</u></p> <p>Clause 11.2 of the Core Terms is deleted and replaced with the following clause 11.2:</p> <p>11.2 Each Party's total aggregate liability in each Contract Year under this Order Contract (whether in tort, contract or otherwise) shall be no greater than one hundred thousand pounds (£100,000) or 150% of the total Charges for the Contract Period whichever is higher.</p> <p><u>Special Term 2</u></p> <p>The following new clause 11.2A shall be added as follows:</p> <p>11.2A The Supplier's liability for all Losses suffered or incurred by the Authority arising from the destruction, corruption, degradation or damage to Buyer Data or any copy of such Buyer Data shall in no event exceed £40,000</p> <p><u>Special Term 3</u></p> <p>The following shall be inserted into Joint Schedule 1 (Definitions)</p> <p><b>"Buyer Data"</b> means:</p> <ul style="list-style-type: none"> <li>(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 are: (i) supplied to the Contractor by or on behalf of the Authority; or (ii) which the Contractor is required to generate, process, store or transmit pursuant to the Contract; or</li> <li>(b) any Personal Data for which the Authority is the Data Controller.</li> </ul> |
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#### PROGRESS REPORT FREQUENCY

On the first Working Day of each calendar month

#### PROGRESS MEETING FREQUENCY

Monthly at a time and date to be agreed.

#### KEY SUBCONTRACTOR(S)

Not applicable

#### COMMERCIALLY SENSITIVE INFORMATION

Commercially Sensitive Information is outlined in accordance with Joint Schedule 4

#### SOCIAL VALUE COMMITMENT

The Agency agrees, in providing the Goods or Services and performing its obligations under the Order Contract, that it will comply with the social value commitments in Order Schedule 4 (Order Proposal)

#### SERVICE CREDIT CAP

The Service Cap is: Not applicable.

#### ORDER INCORPORATED TERMS

The following documents are incorporated into this Order Contract. Where numbers are missing, we are not using those schedules. If the documents conflict, the following order of precedence applies:

1. This Letter of Appointment including the Order Special Terms and Order Special Schedules.
2. *Joint Schedule 1 (Definitions and Interpretation) RM6124*
3. *The following Schedules in equal order of precedence:*
  - *Joint Schedules for RM6124*
    - *Joint Schedule 2 (Variation Form)*
    - *Joint Schedule 3 (Insurance Requirements)*
    - *Joint Schedule 4 (Commercially Sensitive Information)*
    - *Joint Schedule 6 (Key Subcontractors)*
    - *Joint Schedule 7 (Financial Difficulties)*
    - *Joint Schedule 10 (Rectification Plan)*
    - *Joint Schedule 11 (Processing Data)*
    - *Joint Schedule 12 (Supply Chain Visibility)*
  - *Order Schedules for CQC EP&S 063*
    - *Order Schedule 1 (Transparency Reports)*
    - *Order Schedule 2 (Staff Transfer)*
    - *Order Schedule 3 (Continuous Improvement)*
    - *Order Schedule 5 (Pricing Details)*
    - *Order Schedule 6 (ICT) Not used*
    - *Order Schedule 7 (Key Supplier Staff)*
    - *Order Schedule 8 (Business Continuity & Disaster Recovery)*
    - *Order Schedule 9 (Security)*
    - *Order Schedule 10 Exit Management)*
    - *Order Schedule 13 (Implementation Plan & Testing)*
    - *Order Schedule 14 (Service Levels)*
    - *Order Schedule 15 (Order Contract Management)*

- *Order Schedule 16 (Benchmarking)*
  - *Order Schedule 20 (Order Specification)*
4. CCS Core Terms
  5. *Joint Schedule 5 (Corporate Social Responsibility) RM6124*
  6. *Order Schedule 4 (Proposal)* as long as any parts of the Order Proposal that offer a better commercial position for the Client (as decided by the Client) take precedence over the documents above.

No other Agency terms are part of the Order Contract. That includes any terms written on the back of, or added to this Order Form, or presented at the time of delivery. For the avoidance of doubt, the relationship between the Parties is non-exclusive. The Client is entitled to appoint any other agency to perform services and produce goods which are the same or similar to the Goods or Services.

#### FORMATION OF ORDER CONTRACT

BY SIGNING AND RETURNING THIS LETTER OF APPOINTMENT (which may be done by electronic means) the Agency agrees to enter into an Order Contract with the Client to provide the Goods or Services in accordance with the terms of this letter and the Order Incorporated Terms.

The Parties hereby acknowledge and agree that they have read this letter and the Order Incorporated Terms. The Parties hereby acknowledge and agree that this Order Contract shall be formed when the Client acknowledges (which may be done by electronic means) the receipt of the signed copy of this letter from the Agency within two (2) Working Days from such receipt.

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

**SIGNED** for and on behalf of **CARE QUALITY COMMISSION**

Authorised Signatory:

**SIGNED** for and on behalf of **BARLEY COMMUNICAITONS LTD**

Authorised Signatory 1:

Authorised Signatory 2:

**ANNEX A**

**Agency Proposal – Please refer to Order Schedule 4 (Proposal)**

## Order Schedule 1 (Transparency Reports)

- 1.1 The Agency recognises that the Client is subject to PPN 01/17 (Updates to transparency principles v1.1 (<https://www.gov.uk/government/publications/procurement-policy-note-0117-update-to-transparency-principles>)). The Agency shall comply with the provisions of this Schedule in order to assist the Client with its compliance with its obligations under that PPN.
- 1.2 Without prejudice to the Agency's reporting requirements set out in the DPS Contract, within three (3) Months of the Start Date the Agency shall submit to the Client for Approval (such Approval not to be unreasonably withheld or delayed) draft Transparency Reports consistent with the content requirements and format set out in the Annex of this Schedule.
- 1.3 If the Client rejects any proposed Transparency Report submitted by the Agency, the Agency shall submit a revised version of the relevant report for further Approval within five (5) days of receipt of any notice of rejection, taking account of any recommendations for revision and improvement to the report provided by the Client. If the Parties fail to agree on a draft Transparency Report the Client shall determine what should be included. Any other disagreement in connection with Transparency Reports shall be treated as a Dispute.
- 1.4 The Agency shall provide accurate and up-to-date versions of each Transparency Report to the Client at the frequency referred to in the Annex of this Schedule.



## Annex A: List of Transparency Reports

| <b>Title</b>                                  | <b>Content</b>   | <b>Format</b>      | <b>Frequency</b> |
|---|--|--------------------|------------------|
| Performance Reports                           | Volume of clicks   | Word/Excel or ppt. | Weekly           |
| Monitoring Reports - to measure effectiveness | Reporting must be learning-led: establish key facts about performance, comparing where possible to similar events, but lead with any key insight that can help improve our social performance further. | Word/Excel or ppt. | Weekly           |
| Key Performance Indicators target reports     | KPI Targets Achieved   | Word or Excel      | Quarterly        |

## Order Schedule 2 (Staff Transfer)

Clients will need to ensure that appropriate provisions are included to deal with staff transfer on both entry and exit, and, irrespective of whether TUPE does apply on entry if there are employees eligible for New Fair Deal pension protection then the appropriate pensions provisions will also need to be selected.

If there is a staff transfer from the Client on entry (1st generation) then Part A shall apply.

If there is a staff transfer from former/incumbent supplier on entry (2nd generation), Part B shall apply.

If there is both a 1st and 2nd generation staff transfer on entry, then both Part A and Part B shall apply.

If either Part A and/or Part B apply, then consider whether Part D (Pensions) shall apply and the Client shall indicate on the Order Form which Annex shall apply (either D1 (CSPS), D2 (NHSPS), D3 (LGPS) or D4 (Other Schemes)). Part D pensions may also apply where there is not a TUPE transfer for example where the incumbent provider is successful.

If there is no staff transfer (either 1st generation or 2nd generation) at the Start Date then Part C shall apply and Part D pensions may also apply where there is not a TUPE transfer for example where the incumbent provider is successful.

If the position on staff transfers is not known at the bid stage, include Parts A, B, C and D at the bid stage and then update the Client Contract Details before signing to specify whether Parts A and/or B, or C and D apply to the Contract.

Part E (dealing with staff transfer on exit) shall apply to every Contract.

For further guidance on this Schedule contact Government Legal Department's Employment Law Group]

## 1. Definitions

- 1.1 In this Schedule, the following words have the following meanings and they shall supplement Joint Schedule 1 (Definitions):

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**"Acquired Rights Directive"**

the European Council Directive 77/187/EEC on the approximation of laws of European member states relating to the safeguarding of employees' rights in the event of transfers of undertakings, businesses or parts of undertakings or businesses, as amended or re-enacted from time to time;

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**"Employee Liability"**

all claims, actions, proceedings, orders, demands, complaints, investigations (save for any claims for personal injury which are covered by insurance) and any award, compensation, damages, tribunal awards, fine, loss, order, penalty, disbursement, payment made by way of settlement and costs, expenses and legal costs reasonably incurred in connection with a claim or investigation including in relation to the following:

- a) redundancy payments including contractual or enhanced redundancy costs, termination costs and notice payments;
  - b) unfair, wrongful or constructive dismissal compensation;
  - c) compensation for discrimination on grounds of sex, race, disability, age, religion or belief, gender reassignment, marriage or civil partnership, pregnancy and maternity or sexual orientation or claims for equal pay;
  - d) compensation for less favourable treatment of part-time workers or fixed term employees;
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e) outstanding employment debts and unlawful deduction of wages including any PAYE and National Insurance Contributions;

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f) employment claims whether in tort, contract or statute or otherwise;

g) any investigation relating to employment matters by the Equality and Human Rights Commission or other enforcement, regulatory or supervisory body and of implementing any requirements which may arise from such investigation;

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**"Former Agency"** a supplier supplying services to the Client before the Relevant Transfer Date that are the same as or substantially similar to the Services (or any part of the Services) and shall include any Subcontractor of such supplier (or any Subcontractor of any such Subcontractor);

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**"New Fair Deal"** the revised Fair Deal position set out in the HM Treasury guidance: *"Fair Deal for Staff Pensions: Staff Transfer from Central Government"* issued in October 2013 including:

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- (i) any amendments to that document immediately prior to the Relevant Transfer Date; and
  - (ii) any similar pension protection in accordance with the Annexes D1-D3 inclusive to Part D of this Schedule as notified to the Agency by the Client;
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**"Old Fair Deal"** HM Treasury Guidance "*Staff Transfers from Central Government: A Fair Deal for Staff Pensions*" issued in June 1999 including the supplementary guidance "*Fair Deal for Staff pensions: Procurement of Bulk Transfer Agreements and Related Issues*" issued in June 2004;

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**"Partial Termination"** the partial termination of the relevant Contract to the extent that it relates to the provision of any part of the Services as further provided for in Clause 10.4 (When CCS or the Client can end this contract) or 10.6 (When the Agency can end the contract);

**"Relevant Transfer"** a transfer of employment to which the Employment Regulations applies;

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**"Relevant Transfer Date"** in relation to a Relevant Transfer, the date upon which the Relevant Transfer takes place. For the purposes of Part D: Pensions and its Annexes, where the Agency or a Subcontractor was the Former Agency and there is no Relevant Transfer of the Fair Deal Employees because they remain continuously employed by the Agency (or Subcontractor), references to the Relevant Transfer Date shall become references to the Start Date;

**"Staffing  
Information"**

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in relation to all persons identified on the Agency's Provisional Agency Personnel List or Agency's Final Agency Personnel List, as the case may be, such information as the Client may reasonably request (subject to all applicable provisions of the Data Protection Legislation), but including in an anonymised format:

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

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(b) details of whether they are employed, self-employed contractors or consultants, agency workers or otherwise;

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(c) the identity of the employer or relevant contracting Party;

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(d) their relevant contractual notice periods and any other terms relating to termination of employment, including redundancy procedures, and redundancy payments;

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(e) their wages, salaries, bonuses and profit sharing arrangements as applicable;

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- (f) details of other employment-related benefits, including (without limitation) medical insurance, life assurance, pension or other retirement benefit schemes, share option schemes and company car schedules applicable to them;
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- (g) any outstanding or potential contractual, statutory or other liabilities in respect of such individuals (including in respect of personal injury claims);
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- (h) details of any such individuals on long term sickness absence, parental leave, maternity leave or other authorised long term absence;
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- (i) copies of all relevant documents and materials relating to such information, including copies of relevant contracts of employment (or relevant standard contracts if applied generally in respect of such employees); and

- (j) any other "employee liability information" as such term is defined in regulation 11 of the Employment Regulations;
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**"Agency's Final Agency Personnel List"** a list provided by the Agency of all Agency Staff whose will transfer under the Employment Regulations on the Service Transfer Date;

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

**"Term"** the period commencing on the Start Date and ending on the expiry of the Initial Period or any Extension Period or on earlier termination of the relevant Contract;

**"Transferring Client Employees"** those employees of the Client to whom the Employment Regulations will apply on the Relevant Transfer Date;

**"Transferring Former Agency Employees"** in relation to a Former Agency, those employees of the Former Agency to whom the Employment Regulations will apply on the Relevant Transfer Date.

## 2. INTERPRETATION

- 2.1 Where a provision in this Schedule imposes any obligation on the Agency including (without limit) to comply with a requirement or provide an indemnity,



undertaking or warranty, the Agency shall procure that each of its Subcontractors shall comply with such obligation and provide such indemnity, undertaking or warranty to CCS, the Client, Former Agency, Replacement Agency or Replacement Subcontractor, as the case may be and where the Subcontractor fails to satisfy any claims under such indemnities the Agency will be liable for satisfying any such claim as if it had provided the indemnity itself.

- 2.2 The provisions of Paragraphs 2.1 and 2.6 of Part A, Paragraph 3.1 of Part B, Paragraphs 1.5, 1.7 and 1.9 of Part C, Part D and Paragraphs 1.4, 2.3 and 2.8 of Part E of this Schedule (together "Third Party Provisions") confer benefits on third parties (each such person a "Third Party Beneficiary") and are intended to be enforceable by Third Party Beneficiaries by virtue of the CRTPA.
- 2.3 Subject to Paragraph 2.2 above, a person who is not a Party to this Order Contract has no right under the CRTPA to enforce any term of this Order Contract but this does not affect any right or remedy of any person which exists or is available otherwise than pursuant to that Act.
- 2.4 No Third Party Beneficiary may enforce, or take any step to enforce, any Third Party Provision without the prior written consent of the Client, which may, if given, be given on and subject to such terms as the Client may determine.
- 2.5 Any amendments or modifications to this Order Contract may be made, and any rights created under Paragraph 2.2 above may be altered or extinguished, by the Parties without the consent of any Third Party Beneficiary.
3. **Which parts of this Schedule apply**

**Only the following parts of this Schedule shall apply to this Order Contract:**

- **Part C (No Staff Transfer on the Start Date)**
- **Part E (Staff Transfer on Exit)**

## **PART C: NO STAFF TRANSFER ON THE START DATE**

### **1. What happens if there is a staff transfer**

- 1.1 The Client and the Agency agree that the commencement of the provision of the Services or of any part of the Services will not be a Relevant Transfer in relation to any employees of the Client and/or any Former Agency.
- 1.2 If any employee of the Client and/or a Former Agency claims, or it is determined in relation to any employee of the Client and/or a Former Agency, that his/her contract of employment has been transferred from the Client and/or the Former Agency to the Agency and/or any Subcontractor pursuant to the Employment Regulations or the Acquired Rights Directive then:

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- 1.2.1 the Agency shall, and shall procure that the relevant Subcontractor shall, within 5 Working Days of becoming aware of that fact, notify the Client in writing and, where required by the Client, notify the Former Agency in writing; and

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

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

- 1.4 If by the end of the 15 Working Day period referred to in Paragraph 1.2.2:

- 1.4.1 no such offer of employment has been made;

- 1.4.2 such offer has been made but not accepted; or

1.4.3 the situation has not otherwise been resolved;

the Agency may within 5 Working Days give notice to terminate the employment or alleged employment of such person.

1.5 Subject to the Agency and/or the relevant Subcontractor acting in accordance with the provisions of Paragraphs 1.2 to 1.4 and in accordance with all applicable employment procedures set out in applicable Law and subject also to Paragraph 1.8 the Client shall:

1.5.1 indemnify the Agency and/or the relevant Subcontractor against all Employee Liabilities arising out of the termination of the employment of any of the Client's employees referred to in Paragraph 1.2 made pursuant to the provisions of Paragraph 1.4 provided that the Agency takes, or shall procure that the Subcontractor takes, all reasonable steps to minimise any such Employee Liabilities; and

1.5.2 procure that the Former Agency indemnifies the Agency and/or any Subcontractor against all Employee Liabilities arising out of termination of the employment of the employees of the Former Agency referred to in Paragraph 1.2 made pursuant to the provisions of Paragraph 1.4 provided that the Agency takes, or shall procure that the relevant Subcontractor takes, all reasonable steps to minimise any such Employee Liabilities.

1.6 If any such person as is described in Paragraph 1.2 is neither re employed by the Client and/or the Former Agency as appropriate nor dismissed by the Agency and/or any Subcontractor within the 15 Working Day period referred to in Paragraph 1.4 such person shall be treated as having transferred to the Agency and/or the Subcontractor (as appropriate) and the Agency shall, or shall

procure that the Subcontractor shall, comply with such obligations as may be imposed upon it under Law.

- 1.7 Where any person remains employed by the Agency and/or any Subcontractor pursuant to Paragraph 1.6, all Employee Liabilities in relation to such employee shall remain with the Agency and/or the Subcontractor and the Agency shall indemnify the Client and any Former Agency, and shall procure that the Subcontractor shall indemnify the Client and any Former Agency, against any Employee Liabilities that either of them may incur in respect of any such employees of the Agency and/or employees of the Subcontractor.

- 1.8 The indemnities in Paragraph 1.5:

1.8.1 shall not apply to:

(a) any claim for:

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- (i) discrimination, including on the grounds of sex, race, disability, age, gender reassignment, marriage or civil partnership, pregnancy and maternity or sexual orientation, religion or belief; or
  - (ii) equal pay or compensation for less favourable treatment of part-time workers or fixed-term employees,
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in any case in relation to any alleged act or omission of the Agency and/or Subcontractor; or

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- (b) any claim that the termination of employment was unfair because the Agency and/or any Subcontractor neglected to follow a fair dismissal procedure; and

1.8.2 shall apply only where the notification referred to in Paragraph 1.2.1 is made by the Agency and/or any Subcontractor to the Client and, if applicable, Former Agency within 6 months of the Start Date.

- 1.9 If the Agency and/or the Subcontractor does not comply with Paragraph 1.2, all Employee Liabilities in relation to such employees shall remain with the Agency and/or the Subcontractor and the Agency shall (i) comply with the provisions of Part D: Pensions of this Schedule, and (ii) indemnify the Client and any Former Agency against any Employee Liabilities that either of them may incur in respect of any such employees of the Agency and/or employees of the Subcontractor.
- 2. **Limits on the Former Agency's obligations**

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

## **Part E: Staff Transfer on Exit**

### **1. Obligations before a Staff Transfer**

1.1 The Agency agrees that within 20 Working Days of the earliest of:

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

it shall provide in a suitably anonymised format so as to comply with the Data Protection Legislation, the Agency's Provisional Agency Personnel List, together with the Staffing Information in relation to the Agency's Provisional Agency Personnel List and it shall provide an updated Agency's Provisional Agency Personnel List at such intervals as are reasonably requested by the Client.

- 1.2 At least 20 Working Days prior to the Service Transfer Date, the Agency shall provide to the Client or at the direction of the Client to any Replacement Agency and/or any Replacement Subcontractor (i) the Agency's Final Agency Personnel List, which shall identify the basis upon which they are Transferring Agency Employees and (ii) the Staffing Information in relation to the Agency's Final Agency Personnel List (insofar as such information has not previously been provided).
- 1.3 The Client shall be permitted to use and disclose information provided by the Agency under Paragraphs 1.1 and 1.2 for the purpose of informing any prospective Replacement Agency and/or Replacement Subcontractor.
- 1.4 The Agency warrants, for the benefit of The Client, any Replacement Agency, and any Replacement Subcontractor that all information provided pursuant to

Paragraphs 1.1 and 1.2 shall be true and accurate in all material respects at the time of providing the information.

- 1.5 From the date of the earliest event referred to in Paragraph 1.1.1, 1.1.2 and 1.1.3, the Agency agrees that it shall not, and agrees to procure that each Subcontractor shall not, assign any person to the provision of the Services who is not listed on the Agency's Provisional Agency Personnel List and shall not without the approval of the Client (not to be unreasonably withheld or delayed):

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- 1.5.1 replace or re-deploy any Agency Staff listed on the Agency Provisional Agency Personnel List other than where any replacement is of equivalent grade, skills, experience and expertise and is employed on the same terms and conditions of employment as the person he/she replaces
- 1.5.2 make, promise, propose, permit or implement any material changes to the terms and conditions of employment of the Agency Staff (including pensions and any payments connected with the termination of employment);
- 1.5.3 increase the proportion of working time spent on the Services (or the relevant part of the Services) by any of the Agency Staff save for fulfilling assignments and projects previously scheduled and agreed;
- 1.5.4 introduce any new contractual or customary practice concerning the making of any lump sum payment on the termination of employment of any employees listed on the Agency's Provisional Agency Personnel List;
- 1.5.5 increase or reduce the total number of employees so engaged, or deploy any other person to perform the Services (or the relevant part of the Services);
- 1.5.6 terminate or give notice to terminate the employment or contracts of any persons on the Agency's Provisional Agency Personnel List save by due disciplinary process;

and shall promptly notify, and procure that each Subcontractor shall promptly notify, the Client or, at the direction of the Client, any Replacement Agency and any Replacement Subcontractor of any notice to terminate employment given by the Agency or relevant Subcontractor or received from any persons listed on the Agency's Provisional Agency Personnel List regardless of when such notice takes effect.

- 1.6 On or around each anniversary of the Start Date and up to four times during the last 12 Months of the Term, the Client may make written requests to the Agency for information relating to the manner in which the Services are organised. Within 20 Working Days of receipt of a written request the Agency shall provide, and shall procure that each Subcontractor shall provide, to the Client such information as the Client may reasonably require relating to the manner in which the Services are organised, which shall include:

- 1.6.1 the numbers of employees engaged in providing the Services;
- 1.6.2 the percentage of time spent by each employee engaged in providing the Services;
- 1.6.3 the extent to which each employee qualifies for membership of any of the Statutory Schemes or any Broadly Comparable scheme set up pursuant to the provisions of any of the Annexes to Part D (Pensions) (as appropriate); and
- 1.6.4 a description of the nature of the work undertaken by each employee by location.

- 1.7 The Agency shall provide, and shall procure that each Subcontractor shall provide, all reasonable cooperation and assistance to the Client, any Replacement Agency and/or any Replacement Subcontractor to ensure the smooth transfer of the Transferring Agency Employees on the Service Transfer Date including providing sufficient information in advance of the Service Transfer Date to ensure that all necessary payroll arrangements can be made to enable the Transferring Agency Employees to be paid as appropriate. Without prejudice to the generality of the foregoing, within 5 Working Days following the Service Transfer Date, the Agency shall provide, and shall procure that each Subcontractor shall provide, to the Client or, at the direction of the Client, to any Replacement Agency and/or any Replacement Subcontractor (as appropriate), in respect of each person on the Agency's Final Agency Personnel List who is a Transferring Agency Employee:

- 1.7.1 the most recent month's copy pay slip data;
- 1.7.2 details of cumulative pay for tax and pension purposes;
- 1.7.3 details of cumulative tax paid;
- 1.7.4 tax code;



- 1.7.5 details of any voluntary deductions from pay; and
- 1.7.6 bank/building society account details for payroll purposes.

## **2. Staff Transfer when the contract ends**

- 2.1 The Client and the Agency acknowledge that subsequent to the commencement of the provision of the Services, the identity of the provider of the Services (or any part of the Services) may change (whether as a result of termination or Partial Termination of the relevant Contract or otherwise) resulting in the Services being undertaken by a Replacement Agency and/or a Replacement Subcontractor. Such change in the identity of the supplier of such services may constitute a Relevant Transfer to which the Employment Regulations and/or the Acquired Rights Directive will apply. The Client and the Agency agree that, as a result of the operation of the Employment Regulations, where a Relevant Transfer occurs, the contracts of employment between the Agency and the Transferring Agency Employees (except in relation to any contract terms disappplied through operation of regulation 10(2) of the Employment Regulations) will have effect on and from the Service Transfer Date as if originally made between the Replacement Agency and/or a Replacement Subcontractor (as the case may be) and each such Transferring Agency Employee.
  - 2.2 The Agency shall, and shall procure that each Subcontractor shall, comply with all its obligations in respect of the Transferring Agency Employees arising under the Employment Regulations in respect of the period up to (and including) the Service Transfer Date and shall perform and discharge, and procure that each Subcontractor shall perform and discharge, all its obligations in respect of all the Transferring Agency Employees arising in respect of the period up to (and including) the Service Transfer Date (including (without limit) the payment of all remuneration, benefits, entitlements, and outgoings, all wages, accrued but untaken holiday pay, bonuses, commissions, payments of PAYE, national insurance contributions and pension contributions and all such sums due as a result of any Fair Deal Employees' participation in the Schemes which in any case are attributable in whole or in part to the period ending on (and including) the Service Transfer Date) and any necessary apportionments in respect of any periodic payments shall be made between: (i) the Agency and/or the Subcontractor (as appropriate); and (ii) the Replacement Agency and/or Replacement Subcontractor.
  - 2.3 Subject to Paragraph 2.4, the Agency shall indemnify the Client and/or the Replacement Agency and/or any Replacement Subcontractor against any Employee Liabilities arising from or as a result of:
-

- 2.3.1 any act or omission of the Agency or any Subcontractor in respect of any Transferring Agency Employee or any appropriate employee representative (as defined in the Employment Regulations) of any Transferring Agency Employee whether occurring before, on or after the Service Transfer Date;
- 2.3.2 the breach or non-observance by the Agency or any Subcontractor occurring on or before the Service Transfer Date of:
- (a) any collective agreement applicable to the Transferring Agency Employees; and/or
  - (b) any other custom or practice with a trade union or staff association in respect of any Transferring Agency Employees which the Agency or any Subcontractor is contractually bound to honour;
- 2.3.3 any claim by any trade union or other body or person representing any Transferring Agency Employees arising from or connected with any failure by the Agency or a Subcontractor to comply with any legal obligation to such trade union, body or person arising on or before the Service Transfer Date;
- 2.3.4 any proceeding, claim or demand by HMRC or other statutory authority in respect of any financial obligation including, but not limited to, PAYE and primary and secondary national insurance contributions:
- (a) in relation to any Transferring Agency Employee, to the extent that the proceeding, claim or demand by HMRC or other statutory authority relates to financial obligations arising on and before the Service Transfer Date; and
  - (b) in relation to any employee who is not identified in the Agency's Final Agency Personnel List, and in respect of whom it is later alleged or determined that the Employment Regulations applied so as to transfer his/her employment from the Agency to the Client and/or Replacement Agency and/or any Replacement Subcontractor, to the extent that the proceeding, claim or demand by HMRC or other statutory authority relates to financial obligations arising on or before the Service Transfer Date;

- 2.3.5 a failure of the Agency or any Subcontractor to discharge or procure the discharge of all wages, salaries and all other benefits and all PAYE tax deductions and national insurance contributions relating to the Transferring Agency Employees in respect of the period up to (and including) the Service Transfer Date);
- 2.3.6 any claim made by or in respect of any person employed or formerly employed by the Agency or any Subcontractor other than a Transferring Agency Employee identified in the Agency's Final Agency Personnel List for whom it is alleged the Client and/or the Replacement Agency and/or any Replacement Subcontractor may be liable by virtue of the relevant Contract and/or the Employment Regulations and/or the Acquired Rights Directive; and
- 2.3.7 any claim made by or in respect of a Transferring Agency Employee or any appropriate employee representative (as defined in the Employment Regulations) of any Transferring Agency Employee relating to any act or omission of the Agency or any Subcontractor in relation to its obligations under regulation 13 of the Employment Regulations, except to the extent that the liability arises from the failure by the Client and/or Replacement Agency to comply with regulation 13(4) of the Employment Regulations.

- 2.4 The indemnities in Paragraph 2.3 shall not apply to the extent that the Employee Liabilities arise or are attributable to an act or omission of the Replacement Agency and/or any Replacement Subcontractor whether occurring or having its origin before, on or after the Service Transfer Date including any Employee Liabilities:

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- 2.4.1 arising out of the resignation of any Transferring Agency Employee before the Service Transfer Date on account of substantial detrimental changes to his/her working conditions proposed by the Replacement Agency and/or any Replacement Subcontractor to occur in the period on or after the Service Transfer Date); or

- 2.4.2 arising from the Replacement Agency's failure, and/or Replacement Subcontractor's failure, to comply with its obligations under the Employment Regulations.
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- 2.5 If any person who is not identified in the Agency's Final Agency Employee List claims, or it is determined in relation to any employees of the Agency, that his/her contract of employment has been transferred from the Agency to the Replacement Agency and/or Replacement Subcontractor pursuant to the Employment Regulations or the Acquired Rights Directive, then:
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- 2.5.1 the Client shall procure that the Replacement Agency and/or Replacement Subcontractor will, within 5 Working Days of becoming aware of that fact, notify the Client and the Agency in writing; and
- 2.5.2 the Agency may offer (or may procure that a Subcontractor may offer) employment to such person, or take such other reasonable steps as it considered appropriate to deal the matter provided always that such steps are in compliance with Law, within 15 Working Days of receipt of notice from the Replacement Agency and/or Replacement Subcontractor.
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- 2.6 If such offer of is accepted, or if the situation has otherwise been resolved by the Agency or a Subcontractor, Client shall procure that the Replacement Agency shall, or procure that the and/or Replacement Subcontractor shall,

immediately release or procure the release the person from his/her employment or alleged employment;

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

2.7.1 no such offer has been made:

2.7.2 such offer has been made but not accepted; or

2.7.3 the situation has not otherwise been resolved

the Client shall advise the Replacement Agency and/or Replacement Subcontractor (as appropriate) that it may within 5 Working Days give notice to terminate the employment or alleged employment of such person;

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2.8 Subject to the Replacement Agency's and/or Replacement Subcontractor acting in accordance with the provisions of Paragraphs 2.5 to 2.7 and in accordance with all applicable proper employment procedures set out in applicable Law and subject to Paragraph 2.9 below, the Agency will indemnify the Replacement Agency and/or Replacement Subcontractor against all Employee Liabilities arising out of the termination of the employment of any of the Agency's employees pursuant to the provisions of Paragraph 2.7 provided that the Replacement Agency takes, or shall procure that the Replacement Subcontractor takes, all reasonable steps to minimise any such Employee Liabilities.

2.9 The indemnity in Paragraph 2.8:

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2.9.1 shall not apply to:

(a) any claim for:

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

In any case in relation to any alleged act or omission of the Replacement Agency and/or Replacement Subcontractor, or

- (b) any claim that the termination of employment was unfair because the Replacement Agency and/or Replacement Subcontractor neglected to follow a fair dismissal procedure; and

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2.9.2 shall apply only where the notification referred to in Paragraph 2.5.1 is made by the Replacement Agency and/or Replacement Subcontractor to the Agency within 6 months of the Service Transfer Date..

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- 2.10 If any such person as is described in Paragraph 2.5 is neither re-employed by the Agency or any Subcontractor nor dismissed by the Replacement Agency and/or Replacement Subcontractor within the time scales set out in Paragraphs 2.5 to 2.7, such person shall be treated as a Transferring Agency Employee. .
- 2.11 The Agency shall comply, and shall procure that each Subcontractor shall comply, with all its obligations under the Employment Regulations and shall perform and discharge, and shall procure that each Subcontractor shall perform

and discharge, all its obligations in respect of any person identified in the Agency's Final Agency Personnel List before and on the Service Transfer Date (including the payment of all remuneration, benefits, entitlements and outgoings, all wages, accrued but untaken holiday pay, bonuses, commissions, payments of PAYE, national insurance contributions and pension contributions and such sums due as a result of any Fair Deal Employees' participation in the Schemes and any requirement to set up a broadly comparable pension scheme which in any case are attributable in whole or in part in respect of the period up to (and including) the Service Transfer Date) and any necessary apportionments in respect of any periodic payments shall be made between:

- (b) the Agency and/or any Subcontractor; and
- (c) the Replacement Agency and/or the Replacement Subcontractor.

- 2.12 The Agency shall, and shall procure that each Subcontractor shall, promptly provide the Client and any Replacement Agency and/or Replacement Subcontractor, in writing such information as is necessary to enable the Client, the Replacement Agency and/or Replacement Subcontractor to carry out their respective duties under regulation 13 of the Employment Regulations. The Client shall procure that the Replacement Agency and/or Replacement Subcontractor, shall promptly provide to the Agency and each Subcontractor in writing such information as is necessary to enable the Agency and each Subcontractor to carry out their respective duties under regulation 13 of the Employment Regulations.
- 2.13 Subject to Paragraph 2.14, the Client shall procure that the Replacement Agency indemnifies the Agency on its own behalf and on behalf of any Replacement Subcontractor and its Subcontractors against any Employee Liabilities arising from or as a result of:

- 2.13.1 any act or omission of the Replacement Agency and/or Replacement Subcontractor in respect of any Transferring Agency Employee in the Agency's Final Agency Personnel List or any appropriate employee representative (as defined in the Employment Regulations) of any such Transferring Agency Employee;
- 2.13.2 the breach or non-observance by the Replacement Agency and/or Replacement Subcontractor on or after the Service Transfer Date of:

- (a) any collective agreement applicable to the Transferring Agency Employees identified in the Agency's Final Agency Personnel List; and/or
    - (b) any custom or practice in respect of any Transferring Agency Employees identified in the Agency's Final Agency Personnel List which the Replacement Agency and/or Replacement Subcontractor is contractually bound to honour;
  - 2.13.3 any claim by any trade union or other body or person representing any Transferring Agency Employees identified in the Agency's Final Agency Personnel List arising from or connected with any failure by the Replacement Agency and/or Replacement Subcontractor to comply with any legal obligation to such trade union, body or person arising on or after the Service Transfer Date;
  - 2.13.4 any proposal by the Replacement Agency and/or Replacement Subcontractor to change the terms and conditions of employment or working conditions of any Transferring Agency Employees identified in the Agency's Final Agency Personnel List on or after their transfer to the Replacement Agency or Replacement Subcontractor (as the case may be) on the Service Transfer Date, or to change the terms and conditions of employment or working conditions of any person identified in the Agency's Final Agency Personnel List who would have been a Transferring Agency Employee but for their resignation (or decision to treat their employment as terminated under regulation 4(9) of the Employment Regulations) before the Service Transfer Date as a result of or for a reason connected to such proposed changes;
  - 2.13.5 any statement communicated to or action undertaken by the Replacement Agency or Replacement Subcontractor to, or in respect of, any Transferring Agency Employee identified in the Agency's Final Agency Personnel List on or before the Service Transfer Date regarding the Relevant Transfer which has not been agreed in advance with the Agency in writing;
  - 2.13.6 any proceeding, claim or demand by HMRC or other statutory authority in respect of any financial obligation including, but not limited to, PAYE and primary and secondary national insurance contributions;
-



- (a) in relation to any Transferring Agency Employee identified in the Agency's Final Agency Personnel List, to the extent that the proceeding, claim or demand by HMRC or other statutory authority relates to financial obligations arising after the Service Transfer Date; and
- (b) in relation to any employee who is not a Transferring Agency Employee identified in the Agency's Final Agency Personnel List, and in respect of whom it is later alleged or determined that the Employment Regulations applied so as to transfer his/her employment from the Agency or Subcontractor, to the Replacement Agency or Replacement Subcontractor to the extent that the proceeding, claim or demand by HMRC or other statutory authority relates to financial obligations arising after the Service Transfer Date;

2.13.7 a failure of the Replacement Agency or Replacement Subcontractor to discharge or procure the discharge of all wages, salaries and all other benefits and all PAYE tax deductions and national insurance contributions relating to the Transferring Agency Employees identified in the Agency's Final Agency Personnel List in respect of the period from (and including) the Service Transfer Date; and

2.13.8 any claim made by or in respect of a Transferring Agency Employee identified in the Agency's Final Agency Personnel List or any appropriate employee representative (as defined in the Employment Regulations) of any such Transferring Agency Employee relating to any act or omission of the Replacement Agency or Replacement Subcontractor in relation to obligations under regulation 13 of the Employment Regulations.

2.14 The indemnities in Paragraph 2.13 shall not apply to the extent that the Employee Liabilities arise or are attributable to an act or omission of the Agency and/or any Subcontractor (as applicable) whether occurring or having its origin before, on or after the Service Transfer Date, including any Employee Liabilities arising from the failure by the Agency and/or any Subcontractor (as applicable) to comply with its obligations under the Employment Regulations.

## Order Schedule 3 (Continuous Improvement)

### 1. Client's Rights

- 1.1 The Client and the Agency recognise that, where specified in DPS Schedule 4 (DPS Management), the Client may give CCS the right to enforce the Client's rights under this Schedule.

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### 2. Agency's Obligations

- 2.1 The Agency must, throughout the Contract Period, identify new or potential improvements to the provision of the Goods or Services with a view to reducing the Client's costs (including the Charges) and/or improving the quality and efficiency of the Goods or Services and their supply to the Client.
- 2.2 The Agency must adopt a policy of continuous improvement in relation to the Goods or Services, which must include regular reviews with the Client of the Goods or Services and the way it provides them, with a view to reducing the Client's costs (including the Charges) and/or improving the quality and efficiency of the Goods or Services. The Agency and the Client must provide each other with any information relevant to meeting this objective.
- 2.3 In addition to Paragraph 2.1, the Agency shall produce at the start of each Contract Year a plan for improving the provision of Goods or Services and/or reducing the Charges (without adversely affecting the performance of this Contract) during that Contract Year ("**Continuous Improvement Plan**") for the Client's Approval. The Continuous Improvement Plan must include, as a minimum, proposals:

- 2.3.1 identifying the emergence of relevant new and evolving technologies;

- 2.3.2 changes in business processes of the Agency or the Client and ways of working that would provide cost savings and/or enhanced benefits to the Client (such as methods of interaction, supply chain efficiencies, reduction in energy consumption and methods of sale);
  - 2.3.3 new or potential improvements to the provision of the Goods or Services including the quality, responsiveness, procedures, benchmarking methods, likely performance mechanisms and customer support services in relation to the Goods or Services; and
  - 2.3.4 measuring and reducing the sustainability impacts of the Agency's operations and supply-chains relating to the Goods or Services and identifying opportunities to assist the Client in meeting their sustainability objectives.
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- 2.4 The initial Continuous Improvement Plan for the first (1<sup>st</sup>) Contract Year shall be submitted by the Agency to the Client for Approval within one hundred (100) Working Days of the first Order or six (6) Months following the Start Date, whichever is earlier.
- 2.5 The Client shall notify the Agency of its Approval or rejection of the proposed Continuous Improvement Plan or any updates to it within twenty (20) Working Days of receipt. If it is rejected then the Agency shall, within ten (10) Working Days of receipt of notice of rejection, submit a revised Continuous Improvement Plan reflecting the changes required. Once Approved, it becomes the Continuous Improvement Plan for the purposes of this Contract.
- 2.6 The Agency must provide sufficient information with each suggested improvement to enable a decision on whether to implement it. The Agency shall provide any further information as requested.
- 2.7 If the Client wishes to incorporate any improvement into this Contract, it must request a Variation in accordance with the Variation Procedure and the Agency must implement such Variation at no additional cost to the Client or CCS.
- 2.8 Once the first Continuous Improvement Plan has been Approved in accordance with Paragraph 2.5:
  - 2.8.1 the Agency shall use all reasonable endeavours to implement any agreed deliverables in accordance with the Continuous Improvement Plan; and

2.8.2 the Parties agree to meet as soon as reasonably possible following the start of each quarter (or as otherwise agreed between the Parties) to review the Agency's progress against the Continuous Improvement Plan.

- 2.9 The Agency shall update the Continuous Improvement Plan as and when required but at least once every Contract Year (after the first (1<sup>st</sup>) Contract Year) in accordance with the procedure and timescales set out in Paragraph 2.3.
  - 2.10 All costs relating to the compilation or updating of the Continuous Improvement Plan and the costs arising from any improvement made pursuant to it and the costs of implementing any improvement, shall have no effect on and are included in the Charges.
  - 2.11 Should the Agency's costs in providing the Goods or Services to the Client be reduced as a result of any changes implemented, all of the cost savings shall be passed on to the Client by way of a consequential and immediate reduction in the Charges for the Goods or Services.
  - 2.12 If at any time during the Term the Agency reduces its DPS Prices for Goods or Services provided in accordance with the terms of the DPS Contract, the Agency shall immediately reduce the Charges for the Goods or Services under the Order Contract by the same amount. This obligation applies whether or not the Goods or Services are offered in a catalogue provided under the DPS Contract.
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## Order Schedule 4 (Proposal)

### Evaluation Criteria 1: Leadership and resources

Provide details of the qualifications and experience of the individual(s) whose responsibility will be to:

- ensure that the requirement is delivered
- be the primary day to day contact for the requirements
- provide support to the delivery of the requirements

**Scoring mechanism:** 0 – 4 as per ITT Table 5

**Weighting/Max Score:** 5%

**Max Word Count:** NA

### Evaluation Criteria 1 Bidder Response.

With over 17 years of experience working across a range of integrated health and public sector campaigns for organisations including CQC, NHS England, NHS Specialised Commissioning, Sport Wales, Foreign & Commonwealth Office, the Intellectual Property Office and Information Commissioner's Office, [REDACTED] is an extremely experienced communications expert ideally placed to lead this piece of work.

Leah's most recent work includes CQC's behaviour change campaign aimed at getting providers signed up to the new provider portal and prepared for the new assessment framework. She led Barley's team to deliver a host of materials for the campaign which included a strategic communications plan, provider-focused social and digital assets, an organic social media plan and a timetabled grid of communications to providers.

Her experience in health and patient targeting is also extensive having worked on one of the NHS's largest public consultations in history – NHS Specialised Commissioning's consultation on children's congenital heart surgery services in England. Her work on this project included extensive liaison with patient representatives and organisations to develop assets that reflected what mattered most to them and lines of communications that helped engage record numbers of patients and carers.

Leah is currently working with the Intellectual Property Office on a paid social campaign aimed at raising awareness of the risks of counterfeit beauty products among a targeted audience of women aged 18 – 30. She also led their previous campaign targeting audiences at risk of buying counterfeit electrical goods. Paid for activity on both campaigns has included the development of ads to run across Meta channels and keyword targeting through Google PPC.

Leah would be your primary day-to-day contact leading a team of experts to deliver against your brief and provide detailed weekly reporting and insights.

The delivery team for this work will be:

[REDACTED]

## Evaluation Criteria 2: Method statement

Please describe how you would meet the requirements as described

Seeks to establish that the Tenderer

- Has proposed an approach addressing all the tender requirements - strong rationale and evidence of how the proposed activity and its scheduling will deliver maximum benefit for CQC against our defined outcomes, primary of which is more people giving feedback to CQC about their experiences of care via our online [Give Feedback on Care form](#). Key draft performance indicators are available in the ITT (section 8)
- Understands how to apply our user research to develop effective digital advertising proposals
- Demonstrates an innovative approach to deliver successful digital advertising based on audience insight to reach target audiences and successfully using different platforms to reach target audiences
- Understands CQC's objectives as described within the statement of requirements
- Understands the key audiences CQC will be targeting as described within the requirements;
- Demonstrates a strategic approach and an understanding of how to deliver digital advertising that achieve their objectives.
- Understands how to take an agile planning and implementation approach to maximise the impact of digital advertising;
- Has a defined and achievable timeline;
  - Understands accessibility requirements and demonstrates creativity in how accessibility requirements can be used as a creative opportunity
- Shows an understanding of how to engage and drive successful digital advertising campaigns in audiences from diverse communities and individuals facing health inequalities.
- Understands how to evaluate digital advertising activity and success in line with agreed objectives

**Scoring mechanism:** 0 – 4 as per ITT Table 5

**Weighting/Max Score:** 20%

**Max Word Count:** Not applicable

## Evaluation Criteria 2 Bidder Response.

### The Barley way

Barley's model is different from traditional agency structures. Since inception we've operated flexible working practices and a silo-free agency, enabling us to work with some of the brightest minds in the industry, drawing different expertise together to build holistic communication strategies that are as agile as they are ambitious.

We apply our IMPACT model to all our work. This begins with a deep understanding of our clients – their business vision, strategic organisational goals, communications objectives and target audiences. As part of this we identify and examine issues and challenges alongside researching audiences and stakeholders. We examine a client's brand and organisational positioning in the wider context of public and political discourse. From this we can pin down what matters most and where communications can make the greatest difference.

Our IMPACT model applies the insights we've gathered to create a communications strategy aligned to business goals. The strategy includes key milestones, narrative and message development – and clear expectations are set through a detailed timeline. We make sure that this flows through our detailed planning process and into the campaigns we deliver, with carefully crafted content and channel strategies designed to engage and influence target audiences. Every campaign is unique to every client, we don't apply a cookie cutter process.

#### Campaign overview and timeline

| Stage             | Activities  | Timing                              |
|-------------------|---|-------------------------------------|
| 1: Planning       | <ul style="list-style-type: none"> <li>• Campaign kick-off meeting</li> <li>• Immersion in audience research and insights</li> <li>• Development of campaign recommendations and strategic approach</li> </ul>  | Jun 24                              |
| 2: Implementation | <p><b>Set up</b></p> <ul style="list-style-type: none"> <li>• Set up of ad audiences</li> <li>• Drafting and activation of initial campaign ad schedule and copy</li> <li>• Set up of reporting</li> </ul> <p><b>Ongoing implementation</b></p> <ul style="list-style-type: none"> <li>• Ongoing activation and monitoring of campaign ads</li> <li>• Ongoing review, recommendations and design support for ad assets</li> </ul> | Jun - Jul 24<br><br>Jul 24 – Mar 25 |
| 3: Delivery       | <ul style="list-style-type: none"> <li>• Ad spend activated across Google PPC and Meta</li> </ul>   | Jul 24 – Mar 25                     |
| 4: Evaluation     | <ul style="list-style-type: none"> <li>• Weekly performance reporting</li> <li>• Monthly insight and recommendations meetings</li> <li>• End of campaign evaluation report</li> </ul>   | Jul 24 – Apr 25                     |

#### Stage 1: Planning

We already have a strong understanding of the CQC, having worked with you on a previous behaviour change campaign. Your brief has given us a clear understanding of your objectives for this campaign – thank you!



We understand that tackling inequalities in health and care is a core ambition of your organisational strategy, and this campaign is based on the need to focus on the quality of care for people who are most likely to have poor experience or outcomes from care.

You are looking for an agency partner to deliver digital advertising across Meta (Facebook and Instagram) and Google PPC to drive more people to share their experiences of care through your *Give Feedback on Care* webform.

You have identified the following audiences that you want to reach and engage:

- Autistic people
- People with a learning disability
- Disabled people with physical impairments
- Disabled people with sensory impairments
- People from across all ethnic minority groups, including white non-British
- People in low-income households

Below we set out our approach to your requirements and in our response to evaluation criteria 3 in this document, we have provided some examples of our campaigns which have successfully engaged similar audiences through digital advertising and influencer marketing.

Arguably the most important part to any work is ensuring that we are all on the same page. We think it's crucial to invest time at the beginning in order to avoid misunderstandings further down the line.

We will use our initial time with you to develop our existing understanding of CQC, ensuring we are fully versed in your campaign goals and your overall organisational strategy moving forwards. We begin with a kick-off meeting, where we will want to ask questions and understand your priorities. We will also want to agree the logistics of working together, including reporting, feedback and sign off processes.

Next, we will want to immerse in our target audiences. We'll swiftly get to grips with the audience research that you have conducted, drawing out useful insights for this campaign. Should we find that there are gaps that need to be filled in the audience understanding, we can supplement your research as needed with further analysis through our global web insights and social media listening tools.

Given the challenges of reaching your target audiences, we see merit in considering working with influencers who can help us go one step further - reaching large sections of our target audience, with trust and authenticity.

Many users trust influencers with their recommendations, much more so than faceless organisations. Influencers have built loyalty with their audiences over time, so their recommendations hold higher value than recommendations and messaging via traditional advertising.

As part of the planning stage, we will discuss with you the opportunities we see in influencer marketing, a proven, cost-effective means of gaining attention and click-throughs vs in-house PPC campaigns. We would be keen to consider the possibility of commissioning a range of influencers across the campaign lifetime, which is likely to be effective in reaching different audience segments as the creative will change.

The campaign strategy that we will develop and agree with you will be firmly rooted in the research and insights, and will include our proposed approach to:

- Communications objectives
- Target audiences
- Key messages
- Channel strategy
- Content strategy
- Key timings
- KPIs

## Stage 2: Implementation

Following agreement of the overarching campaign strategy, we move into detailed planning and implementation. At the set up stage, we will pay particular attention to three key areas.

Firstly, we begin with a **mapping exercise**, identifying key words and audience associated with the audience segments specified by CQC. This would include how we auction bids for key search terms on Google Ads as well as demographic targeting on Meta. As you have rightly identified, there are some limitations to targeting users with specific protected characteristics. We will therefore build on the insights from the planning stage to map interests that align with each of the audience segments. For example, *autism* may not be an interest targeting option, but an international organisation supporting those with autism may be.

Secondly, we will want to ensure that **ad creative and copy** will resonate with our target audiences, by making this as specific as possible. And of course, as we do with all of our campaigns, we will want to ensure that everything we run meets the highest standards of accessibility and has complete clarity and simplicity of messaging. We understand that you will be providing us with draft assets, and we will be happy to advise if we see any opportunities to make adjustments to these to improve ad performance. If the creative is clearly targeted towards those with autism, for example, it is more likely that mostly users with autism will be engaged and convert. Meta will then look for users that have shown similar activity as those who converted. The more converted users would equal more relevant targeting. Meta will be able to 'connect the dots' that we can't through their targeting options.

Finally, we will want those who see and engage with our ads to be as likely as possible to complete their user journey by **delivering the outcomes** that you are looking for – providing feedback on their experience of care. We would suggest a meeting early in the planning stages with those responsible for looking after the

CQC website/ the feedback on care form page, to discuss any recommended enhancements that may be needed to ensure conversions and click-throughs are tracked. This would also be an opportunity to review the current form, including the layout, the questions and set up, to determine what work can be done to streamline and make giving feedback a more attractive and appealing experience for users.

### **Stage 3: Delivery**

The delivery of our agreed approach will be agile and responsive, taking an iterative approach based on what we learn as we go. We will build on campaign successes and adjust audience targeting, creative and copy to maximise performance against our agreed KPIs.

We'll begin with an intensive three-month ad campaign, which will incorporate split testing of messaging to establish the most successful routes to deliver against your desired outcomes.

We understand that you already have in place plans to reach the target audiences through organic social media content and working with stakeholder organisations who will be well-placed to influence the audiences. We therefore expect the three core strands of delivery to be:

- Google PPC – we will discuss and agree with you a combination of Google search ads and display ads (which run on partner platforms)
- Meta – running ads on CQC's own Facebook and Instagram channels
- Influencers – identifying and partnering with Meta influencers who have strong followings amongst your target audiences, through a combination of sharing agreed content organically and potentially running partnership posts and ads on Instagram.

Throughout the campaign, we will look for opportunities to tap into calendar events that are of interest to our target audiences, for example World Sight Day and Purple Tuesday to reach disabled people or Ramadan and Diwali to reach people from diverse ethnic minority groups.

All ads will be optimised for conversion, with a clear call to action for our target audiences to click through to the feedback form and share their experience of care.

### **Stage 4: Evaluation**

At the outset of working with you we will want to agree clear KPIs against which to measure the success of our work. You have shared with us examples of KPIs based on results you have achieved from previous campaigns. We will want to understand fully the basis of these results.

Whilst the CPC you have shared is eminently achievable for ads targeting a broad audience, we can expect that the CPC rises as the targeted audience becomes

more niche. The CPC achieved is also greatly affected by the choice and weighting of channels activated. We are mindful that the audiences we will be targeting for this

campaign are, by definition, hard-to-reach and so we will want to be confident that KPIs agreed are realistic before we begin activation of our ads.

Naturally, we will want to report back regularly on campaign progress, encompassing not just raw measures of ad performance, but also ensuring that these ads are generating the outcomes and impact that you are looking for.

We propose adopting a tiered structure for reporting and evaluation, as follows:

- **Weekly reporting** – sharing a simple dashboard demonstrating ad performance, with recommendations on immediate adjustments to ads for the following week.
- **Monthly meetings** – a check-in with you to:
  - reflect on progress against KPIs
  - draw out insights from the prior month's ad performance and the impact this has delivered
  - agree plans for the coming month, based on updates from you on content plans and any adjustments required to audience and platform prioritisation.
- **Final evaluation** – an end of campaign report, bringing together campaign performance against your objectives and agreed KPIs as well as learnings and recommendations for future campaigns.

### Evaluation Criteria 3: Digital advertising results

Please provide evidenced examples of successful digital advertising activity you have delivered.

Seeks to establish that the Tenderer:

Has achieved digital advertising success against defined outcomes, demonstrating KPIs and outcomes achieved in previous activity

Has used audience insight to develop and target effective digital advertising campaigns

Can provide examples of digital advertising successes where the target audiences were people with protected characteristics under equalities legislation and/or people using health and social care services who experience health inequalities / more likely to experience poor care

Can demonstrate experience of tailoring digital advertising to reach target audiences

Can demonstrate the successful use of paid for and organic social media to support digital advertising (including audience targeting, content creation and evaluation)

**Scoring mechanism:** 0 – 4 as per ITT Table 5

**Weighting/Max Score:** 25%

**Max Word Count:** N/A

### Evaluation Criteria 3 Bidder Response.

#### Our work

We have extensive experience in both establishing KPIs to work to with our clients and achieving pre-set targets in delivering organic and paid-for digital campaigns, often with targeted audiences in mind. Below we set out a few examples of our previous campaigns.

#### Make It Click: Targeting people with limited digital skills

Make It Click is a programme designed to help 'limited users' improve their digital skills. The programme is run by the Good Things Foundation, which is funded by Google. The ambition of this campaign was to drive a target of 50,000 users to the Make It Click website to engage with the curated suite of digital skills training available there.

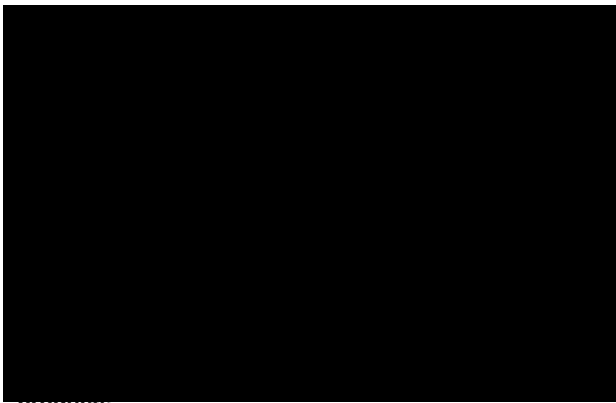
We worked with Make It Click to develop a campaign focused on different 'limited user' audience groups that would benefit from free online tools. The audiences were wide ranging and included people with low or no educational qualifications, those on low incomes and with long-term health conditions and people who had experienced or were at risk of redundancy. A range of audience personas were built, based on insights gathered from our own and existing research.

We developed engaging ads, which we deployed on a range of established and alternative platforms – such as TikTok and Google display ads – and the results

smashed through the agreed KPIs, delivering more than double the number of target click-throughs to the website.

*Paid ad results:*

#### **Intellectual Property Office: Targeting people at risk of buying counterfeit**



products

Counterfeit electrical goods pose serious safety risks for consumers by bypassing usual safety checks and cutting corners to develop cheaper alternatives – and they are usually poor imitations that leave people out of pocket.

It's a particular issue for younger people in the run-up to Christmas, which is why the Intellectual Property Office (IPO) appointed Barley to develop an integrated communications campaign to protect 18–35-year-olds from buying counterfeit electrical goods.

The 18–35-year-old audience is broad. It covers different generations who use different social platforms and media. It also covers people who knowingly buy counterfeit goods and those who purchase counterfeits by accident – so we segmented our messaging to address different attitudes.

We planned a truly integrated approach across social media, traditional media, influencer activations, and partners to help reach the full range of the audience. And by focusing on phone chargers and headphones, we used everyday electrical items to drive home messaging.

We timed the campaign to go live around Black Friday in November and built momentum right through to the peak Christmas shopping days in mid-December. Our mix of channels worked well together to drive views and clicks across our audiences, with an initial testing phase allowing us to quickly identify and weight budget towards top-performing channels. We also conducted additional

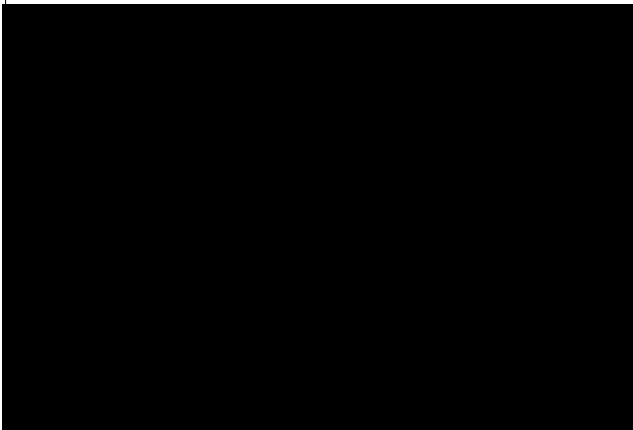
optimisations to reach a more female audience and to reduce our cost-per-click across Meta.

*Influencer results:*

The influencer activations – driven by four carefully selected influencers that reached different audience demographics – led to:

- over 700k impressions
- almost 8k likes
- 4.5k clicks.

*Paid ad results:*



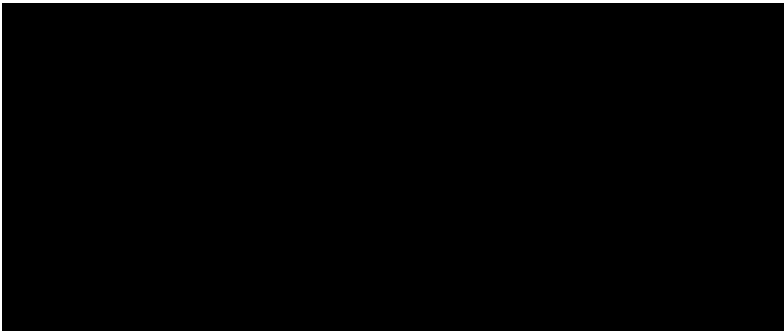
### **The Eureka: Targeting young people under-represented in physics**

We helped the Institute of Physics launch The Eureka, a creative competition to elevate the interest in physics amongst young people aged 11-16, with particular focus on demographics that are under-represented in the industry such as females, young people of Black Caribbean descent, disabled young people and LGBT+ young people. Given the difficulties in targeting this age group directly with ads, our strategy focused on reaching parents and other influencers of our target audience, such as teachers.

As part of the competition promotion we delivered a targeted influencer strategy, researching and onboarding influencers who had direct relevance to the key audiences. We worked with maths teacher, reality TV star and educational influencer, Bobby Seagull as part of this campaign. Bobby was able to deliver key messaging to both the younger audience but also their parents, through reels and story posts on his Instagram account.

*Influencer results:*

- Views of Bobby's reel reached an impressive 28,000 in just under two weeks, with just over 92,000 impressions.
- Overall influencer content performed particularly well with teachers, with Bobby's post achieving a CTR of 3.5%, compared with 2% on the generic campaign ad.
- Extending work with Bobby into a paid approach also saw us gain added value with Bobby including a host of complementary posts across all his social channels.



#### **Energy Networks Association: Targeting people at risk of fuel poverty**

The Energy Networks Association (ENA) is a membership body that represents the companies which operate the electricity wires, gas pipes and energy systems in the UK and Ireland. We supported their Winter Readiness campaign to promote the emergency gas and electricity phone numbers, and signposted to certain audiences that they were eligible for the Priority Service Register.

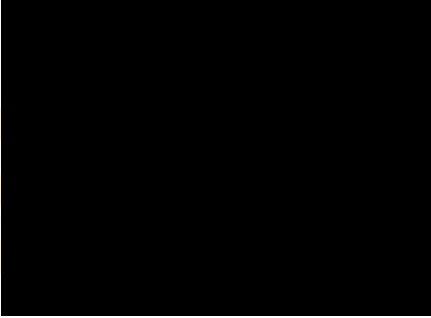
Barley was tasked with planning, developing and designing this campaign, using paid social media advertising. Our target audiences were 16-24-year-olds, 75+ year olds, those with chronic illness and/or disabilities and families with young children. We carried out audience insights work using data from GWI Insights and other online sources before establishing the main channels to reach the target groups.

Facebook and Instagram were selected as the primary digital channels to serve the majority of target audiences. YouTube was also chosen as an appropriate channel to target 16-24-year-olds and those with younger children. With fewer people over the age of 75 active on social media, we targeted people with parents of this age to convey our campaign messages.

We developed a messaging guidelines document, a channel plan, and a suite of animated assets in a graphic language that was simple, motivating and energetic – and on brand for ENA. The performance of these ads was reviewed and refined over a five-month activation period.



As this was an awareness campaign, our ads were optimised for reach, rather than click-throughs. The target for ad impressions was 6,250,000 people and the target ad engagement expected was 100,000 based on an ad spend of £25k. The actual results achieved were three times higher than the target impressions and over 20 times higher than the target engagements.



#### Evaluation Criteria 4: Creative pitch

##### **PRESENTATION - For information, this does not require response at this stage**

Following Individual Evaluations, only the top 'four' suppliers scoring the highest on 'all' technical questions and cost combined will be taken through to presentation stage. CQC reserves the right to take less than five suppliers through to presentation if for example a supplier scores 30% less than the highest bid.

- Please deliver a creative pitch in line with the tender requirements.
- Introduce the key members of staff who will be responsible for delivering the requirement.
- Ask questions of CQC and answer questions pertinent to the requirement

The pitch should be no longer than 30 minutes in total.

Seeks to establish that the Tenderer:

- Demonstrate how the budget can be used to reach our specified target audiences in the most effective ways, showcasing creative and innovative ideas, within the constraints of branding of the current campaign platform. This should demonstrate:
  - o Clear awareness of audiences, knowledge of those audiences and ways to effectively target those audiences
  - o Demonstrate a strong knowledge of what is most effective in terms of achieving our KPIs with our target audiences,
  - o Demonstrate a solid knowledge of what works for each audience across platforms
  - o Demonstrate an understanding different demographics, and how content can be most effectively tailored to them
  - o Suggest new and innovative ways of targeting and engaging these audiences across platforms
- Understands how to evaluate digital advertising activity and success in line with agreed objectives and KPIs
- The people who CQC will work with on the requirement display enthusiasm, expertise and professionalism
- In our initial meeting relevant questions are asked and answered that indicate a clear grasp of our requirements

**Scoring mechanism:** 0 – 4 as per ITT Table 5

**Weighting/Max Score:** 25%

**Max Word Count:** N/A

## Order Schedule 5 (Pricing Details)

Invoices will be paid within 30 days in arrears, invoices need to quote a valid purchase order number to enable payment and sent to the following address:

Care Quality Commission

T70 Payables F175

PO Box 312

Leeds

LS11 1HP

Or alternately email to: [sbs.apinvoicing@nhs.net](mailto:sbs.apinvoicing@nhs.net)

| Module Name                        | Module Element  | Total cost (excluding VAT) | Total cost (including VAT) |
|------------------------------------|---|----------------------------|----------------------------|
| Planning                           | Social Media Campaign planning  |                            |                            |
| Implementation                     | e.g. Develop channel plans, adapt/ develop targeting; adaptation to shared messaging and content; development of additional channel assets; |                            |                            |
| Delivery                           | e.g. paid activity across Meta, google PPC etc.   |                            |                            |
| Evaluation                         | e.g. ongoing monitoring and final evaluation and recommendations  |                            |                            |
| Other activity and potential costs | e.g. account management, supplier mark-up/management fee  |                            |                            |
| Total Cost                         |   |                            | £74,102                    |

## Order Schedule 6 (ICT Services) – NOT USED

### 1. Definitions

- 1.1. In this Schedule, the following words shall have the following meanings and they shall supplement Joint Schedule 1 (Definitions):

|                                 |   |
|---------------------------------|---|
| <b>"Agency System"</b><br>_____ | the information and communications technology system used by the Agency in supplying the Goods or Services, including the COTS Software, the Agency Equipment, configuration and management utilities, calibration and testing tools and related cabling (but excluding the Client System); |
|---------------------------------|---|

|                                   |   |
|-----------------------------------|---|
| <b>"Client Property"</b><br>_____ | the property, other than real property and IPR, including the Client System, any equipment issued or made available to the Agency by the Client in connection with this Contract; |
|-----------------------------------|---|

|                          |  |
|--------------------------|--|
| <b>"Client Software"</b> | any software which is owned by or licensed to the Client and which is or will be used by the Agency for the purposes of providing the Goods or Services; |
|--------------------------|--|

|                        |   |
|------------------------|---|
| <b>"Client System"</b> | the Client's computing environment (consisting of hardware, software and/or telecommunications networks or equipment) used by the Client or the Agency in connection with this Contract which is owned by or licensed to the Client by a third party and which interfaces with the Agency System or which is necessary for the Client to receive the Goods or Services; |
|------------------------|---|

|   |  |
|---|--|
| <b>"Commercial off the shelf Software" or "COTS Software"</b> | non-customised software where the IPR may be owned and licensed either by the Agency or a third party depending on the context, and which is commercially available for purchase and subject to standard licence terms |
|---|--|

|                 |  |
|-----------------|--|
| <b>"Defect"</b> | any of the following:  |
|                 | any error, damage or defect in the manufacturing of Goods or Services; or  |
|                 | error or failure of code within the Software which causes Goods or Services to malfunction or to produce unintelligible or incorrect results; or   |
|                 | any failure of any Goods or Services to provide the performance, features and functionality specified in the requirements of the Client or the Documentation (including any adverse effect on response times) regardless of whether or not it prevents the relevant Goods or Services from |

passing any Test required under this Order Contract; or

failure of any Goods or Services to operate in conjunction with or interface with any other Goods or Services in order to provide the performance, features and functionality specified in the requirements of the Client or the Documentation (including any adverse effect on response times) regardless of whether or not it prevents the relevant Goods or Services from passing any Test required under this Contract;

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**"Emergency Maintenance"**

ad hoc and unplanned maintenance provided by the Agency where either Party reasonably suspects that the ICT Environment or the Services, or any part of the ICT Environment or the Services, has or may have developed a fault;

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**"ICT Environment"**

the Client System and the Agency System;

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**"Licensed Software"**

all and any Software licensed by or through the Agency, its Sub-Contractors or any third party to the Client for the purposes of or pursuant to this Order Contract, including any COTS Software;

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**DPS Schedule 6 (Letter of Appointment and Order Schedules)**  
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**"Maintenance Schedule"** has the meaning given to it in paragraph 8 of this Schedule;

**"Malicious Software"** any software program or code intended to destroy, interfere with, corrupt, or cause undesired effects on program files, data or other information, executable code or application software macros, whether or not its operation is immediate or delayed, and whether the malicious software is introduced wilfully, negligently or without knowledge of its existence;

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**"New Release"** an item produced primarily to extend, alter or improve the Software and/or any Goods or Services by providing additional functionality or performance enhancement (whether or not defects in the Software and/or Goods or Services are also corrected) while still retaining the original designated purpose of that item;

**"Open Source Software"** computer software that has its source code made available subject to an open-source licence under which the owner of the copyright and other IPR in such software provides the rights to use, study, change and distribute the software to any and all persons and for any and all purposes free of charge;

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**"Operating Environment"**

means the Client System and any premises (including the Client Premises, the Agency's premises or third party premises) from, to or at which:

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Goods or Services are (or are to be) provided; or  
the Agency manages, organises or otherwise directs the provision or the use of the Goods or Services; or  
any part of the Agency System is situated;

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**"Permitted Maintenance"**

has the meaning given to it in paragraph 8.2 of this Schedule;

**"Quality Plans"**

has the meaning given to it in paragraph 6.1 of this Schedule;

**"Sites"**

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has the meaning given to it in Joint Schedule 1(Definitions), and for the purposes of this Order Schedule shall also include any premises from, to or at which physical interface with the Client System takes place;



|                   |  |
|-------------------|--|
| <b>"Software"</b> | Specially Written Software COTS Software and non-COTS Supplier and third party Software; |
|-------------------|--|

|  |  |
|--|--|
| <b>"Software Supporting Materials"</b> | has the meaning given to it in paragraph 9.1 of this Schedule; |
|--|--|

|                      |   |
|----------------------|---|
| <b>"Source Code"</b> | computer programs and/or data in eye-readable form and in such form that it can be compiled or interpreted into equivalent binary code together with all related design comments, flow charts, technical information and documentation necessary for the use, reproduction, maintenance, modification and enhancement of such software; |
|----------------------|---|

|                                     |   |
|-------------------------------------|---|
| <b>"Specially Written Software"</b> | any software (including database software, linking instructions, test scripts, compilation instructions and test instructions) created by the Agency (or by a Sub-Contractor or other third party on behalf of the Agency) specifically for the purposes of this Contract, including any modifications or enhancements to COTS Software. For the avoidance of doubt Specially Written Software does not constitute New IPR; |
|-------------------------------------|---|

## 2. When this Schedule should be used

#### **DPS Schedule 6 (Letter of Appointment and Order Schedules)**

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- 2.1. This Schedule is designed to provide additional provisions necessary to facilitate the provision of ICT Services which are part of the Goods or Services.

### **3. Client due diligence requirements**

- 3.1. The Agency shall satisfy itself of all relevant details, including but not limited to, details relating to the following;

- 3.1.1. suitability of the existing and (to the extent that it is defined or reasonably foreseeable at the Start Date) future Operating Environment;
- 3.1.2. operating processes and procedures and the working methods of the Buyer;
- 3.1.3. ownership, functionality, capacity, condition and suitability for use in the provision of the Goods or Services of the Clients Assets; and
- 3.1.4. existing contracts (including any licences, support, maintenance and other contracts relating to the Operating Environment) referred to in the Due Diligence Information which may be novated to, assigned to or managed by the Agency under this Contract and/or which the Agency will require the benefit of for the provision of the Goods or Services.

- 3.2. The Agency confirms that it has advised the Client in writing of:

- 3.2.1. each aspect, if any, of the Operating Environment that is not suitable for the provision of the ICT Services;
- 3.2.2. the actions needed to remedy each such unsuitable aspect; and
- 3.2.3. a timetable for and the costs of those actions.

### **4. Licensed software warranty**

4.1. The Agency represents and warrants that:

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4.1.1. it has and shall continue to have all necessary rights in and to the Licensed Software made available by the Agency (and/or any Sub-Contractor) to the Client which are necessary for the performance of the Agency's obligations under this Contract including the receipt of the Goods or Services by the Client;

4.1.2. all components of the Specially Written Software shall:

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4.1.2.1. be free from material design and programming errors;

4.1.2.2. perform in all material respects in accordance with the relevant specifications contained in Order Schedule 14 (Service Levels) and Documentation; and

4.1.2.3. not infringe any IPR.

## **5. Provision of ICT Services**

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5.1. The Agency shall:

5.1.1. ensure that the release of any new COTS Software in which the Agency owns the IPR, or upgrade to any Software in which the Agency owns the IPR complies with the interface requirements of the Client and (except in relation to new Software or upgrades which are released to address Malicious Software) shall notify the Client three

- (3) Months before the release of any new COTS Software or Upgrade;
  - 5.1.2. ensure that all Software including upgrades, updates and New Releases used by or on behalf of the Agency are currently supported versions of that Software and perform in all material respects in accordance with the relevant specification;
  - 5.1.3. ensure that the Agency System will be free of all encumbrances;
  - 5.1.4. ensure that the Goods or Services are fully compatible with any Client Software, Client System, or otherwise used by the Agency in connection with this Contract;
  - 5.1.5. minimise any disruption to the Services and the ICT Environment and/or the Buyer's operations when providing the Goods or Services;
- 

## **6. Standards and Quality Requirements**

- 6.1. The Agency shall develop, in the timescales specified in the Order Form, quality plans that ensure that all aspects of the Goods or Services are the subject of quality management systems and are consistent with BS EN ISO 9001 or any equivalent standard which is generally recognised as having replaced it ("**Quality Plans**").
- 6.2. The Agency shall seek Approval from the Client (not be unreasonably withheld or delayed) of the Quality Plans before implementing them. Approval shall not act as an endorsement of the Quality Plans and shall not relieve the Agency of its responsibility for ensuring that the Goods or Services are provided to the standard required by this Contract.
- 6.3. Following the approval of the Quality Plans, the Agency shall provide all Goods or Services in accordance with the Quality Plans.
- 6.4. The Agency shall ensure that the Agency Personnel shall at all times during the Order Contract Period:
  - 6.4.1. be appropriately experienced, qualified and trained to supply the Goods or Services in accordance with this Contract;
  - 6.4.2. apply all due skill, care, diligence in faithfully performing those duties and exercising such powers as necessary in connection with the provision of the Goods or Services; and

- 6.4.3. obey all lawful instructions and reasonable directions of the Client (including, if so required by the Client, the ICT Policy) and provide the Goods or Services to the reasonable satisfaction of the Client.

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## **7. ICT Audit**

- 7.1. The Agency shall allow any auditor access to the Agency premises to:

- 7.1.1. inspect the ICT Environment and the wider service delivery environment (or any part of them);
- 7.1.2. review any records created during the design and development of the Agency System and pre-operational environment such as information relating to Testing;
- 7.1.3. review the Agency's quality management systems including all relevant Quality Plans.

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## **8. Maintenance of the ICT Environment**

- 8.1. If specified by the Client in the Order Form, the Agency shall create and maintain a rolling schedule of planned maintenance to the ICT Environment ("**Maintenance Schedule**") and make it available to the Client for Approval in accordance with the timetable and instructions specified by the Client.
- 8.2. Once the Maintenance Schedule has been Approved, the Agency shall only undertake such planned maintenance (which shall be known as "**Permitted Maintenance**") in accordance with the Maintenance Schedule.
- 8.3. The Agency shall give as much notice as is reasonably practicable to the Client prior to carrying out any Emergency Maintenance.
- 8.4. The Agency shall carry out any necessary maintenance (whether Permitted Maintenance or Emergency Maintenance) where it reasonably suspects that the ICT Environment and/or the Services or any part thereof has or may have developed a fault. Any such maintenance shall be carried out in such a manner and at such times so as to avoid (or where this is not possible so as to minimise) disruption to the ICT Environment and the provision of the Goods or Services.

## 9. Intellectual Property Rights in ICT

### 9.1. Assignments granted by the Agency: Specially Written Software

9.1.1. The Agency assigns (by present assignment of future rights to take effect immediately on it coming into existence) to the Client with full guarantee (or shall procure assignment to the Client), title to and all rights and interest in the Specially Written Software together with and including:

- 9.1.1.1. the Documentation, Source Code and the Object Code of the Specially Written Software; and
- 9.1.1.2. all build instructions, test instructions, test scripts, test data, operating instructions and other documents and tools necessary for maintaining and supporting the Specially Written Software and the New IPR (together the "**Software Supporting Materials**").

9.1.2. The Agency shall:

- 
- 9.1.2.1. inform the Client of all Specially Written Software or New IPRs that are a modification, customisation, configuration or enhancement to any COTS Software;
  - 9.1.2.2. deliver to the Client the Specially Written Software and any computer program elements of the New IPRs in both Source Code and Object Code forms together with relevant Documentation and all related Software Supporting Materials within seven days of completion or, if a relevant Milestone has been identified in an Implementation Plan, Achievement of that Milestone and shall provide updates of them promptly following each new release of the Specially Written Software, in each case on media that is reasonably acceptable to the Client and the Client shall become the owner of such media upon receipt; and

**DPS Schedule 6 (Letter of Appointment and Order Schedules)**

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9.1.2.3. without prejudice to paragraph 9.1.2.2, provide full details to the Client of any of the Agency's Existing IPRs or Third Party IPRs which are embedded or which are an integral part of the Specially Written Software or New IPR and the Agency hereby grants to the Client and shall procure that any relevant third party licensor shall grant to the Client a perpetual, irrevocable, non-exclusive, assignable, royalty-free licence to use, sub-license and/or commercially exploit such Agency's Existing IPRs and Third Party IPRs to the extent that it is necessary to enable the Client to obtain the full benefits of ownership of the Specially Written Software and New IPRs.

9.1.3. The Agency shall promptly execute all such assignments as are required to ensure that any rights in the Specially Written Software and New IPRs are properly transferred to the Client.

**9.2. Licences for non-COTS IPR from the Agency and third parties to the Buyer**

9.2.1. Unless the Client gives its Approval the Agency must not use any:

- a) of its own Existing IPR that is not COTS Software;
- b) third party software that is not COTS Software

9.2.2. Where the Client Approves the use of the Agency's Existing IPR that is not COTS Software the Agency shall grants to the Client a perpetual, royalty-free and non-exclusive licence to use adapt, and sub-license the same for any purpose relating to the Goods or Services (or substantially equivalent deliverables) or for any purpose relating to the exercise of the Buyer's (or, if the Client is a Central Government

**DPS Schedule 6 (Letter of Appointment and Order Schedules)**

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Body, any other Central Government Body's) business or function including the right to load, execute, store, transmit, display and copy (for the purposes of archiving, backing-up, loading, execution, storage, transmission or display) for the Order Contract Period and after expiry of the Contract to the extent necessary to ensure continuity of service and an effective transition of Services to a Replacement Agency.

- 
- 9.2.3. Where the Client Approves the use of third party Software that is not COTS Software the Agency shall procure that the owners or the authorised licensors of any such Software grant a direct licence to the Client on terms at least equivalent to those set out in Paragraph 9.2.2. If the Agency cannot obtain such a licence for the Client it shall:

- 9.2.3.1. notify the Client in writing giving details of what licence terms can be obtained and whether there are alternative software providers which the Agency could seek to use; and
- 9.2.3.2. only use such third party IPR as referred to at paragraph 9.2.3.1 if the Client Approves the terms of the licence from the relevant third party.

- 9.2.4. Where the Agency is unable to provide a license to the Agency's Existing IPR in accordance with Paragraph 9.2.2 above, it must meet the requirement by making use of COTS Software or Specially Written Software.
- 9.2.5. The Agency may terminate a licence granted under paragraph 9.2.1 by giving at least thirty (30) days' notice in writing if there is an Authority Cause which constitutes a material Default which, if capable of remedy, is not remedied within twenty (20) Working Days after the Agency gives the Client written notice specifying the breach and requiring its remedy.
-



### **9.3. Licenses for COTS Software by the Agency and third parties to the Buyer**

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- 9.3.1. The Agency shall either grant, or procure that the owners or the authorised licensors of any COTS Software grant, a direct licence to the Client on terms no less favourable than those standard commercial terms on which such software is usually made commercially available.
- 9.3.2. Where the Agency owns the COTS Software it shall make available the COTS software to a Replacement Agency at a price and on terms no less favourable than those standard commercial terms on which such software is usually made commercially available.
- 9.3.3. Where a third party is the owner of COTS Software licensed in accordance with this Paragraph 9.3 the Agency shall support the Replacement Agency to make arrangements with the owner or authorised licensee to renew the license at a price and on terms no less favourable than those standard commercial terms on which such software is usually made commercially available.
- 9.3.4. The Agency shall notify the Client within seven (7) days of becoming aware of any COTS Software which in the next thirty-six (36) months:

- 9.3.4.1. will no longer be maintained or supported by the developer;  
or

- 9.3.4.2. will no longer be made commercially available

### **9.4. Client's right to assign/novate licences**

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- 9.4.1. The Client may assign, novate or otherwise transfer its rights and obligations under the licences granted pursuant to paragraph 9.2 (to:
-

9.4.1.1. a Central Government Body; or

9.4.1.2. to any body (including any private sector body) which performs or carries on any of the functions and/or activities that previously had been performed and/or carried on by the Buyer.

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9.4.2. If the Client ceases to be a Central Government Body, the successor body to the Client shall still be entitled to the benefit of the licences granted in paragraph 9.2.

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**9.5. Licence granted by the Buyer**

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9.5.1. The Client grants to the Agency a royalty-free, non-exclusive, non-transferable licence during the Contract Period to use the Client Software and the Specially Written Software solely to the extent necessary for providing the Goods or Services in accordance with this Contract, including the right to grant sub-licences to Sub-Contractors provided that any relevant Sub-Contractor has entered into a confidentiality undertaking with the Agency on the same terms as set out in Clause 15 (Confidentiality).

---

**9.6. Open Source Publication**

9.6.1. Unless the Client otherwise agrees in advance in writing (and subject to paragraph 9.6.3) all Specially Written Software and computer program elements of New IPR shall be created in a format, or able to be

converted (in which case the Agency shall also provide the converted format to the Buyer) into a format, which is:

---

- 9.6.1.1. suitable for publication by the Client as Open Source; and
- 9.6.1.2. based on Open Standards (where applicable),

and the Client may, at its sole discretion, publish the same as Open Source.

9.6.2. The Agency hereby warrants that the Specially Written Software and the New IPR:

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- 9.6.2.1. are suitable for release as Open Source and that the Agency has used reasonable endeavours when developing the same to ensure that publication by the Client will not enable a third party to use them in any way which could reasonably be foreseen to compromise the operation, running or security of the Specially Written Software, New IPRs or the Client System;
- 9.6.2.2. have been developed using reasonable endeavours to ensure that their publication by the Client shall not cause any harm or damage to any party using them;
- 9.6.2.3. do not contain any material which would bring the Client into disrepute;
- 9.6.2.4. can be published as Open Source without breaching the rights of any third party;
- 9.6.2.5. will be supplied in a format suitable for publication as Open Source ("**the Open Source Publication Material**") no later than the date notified by the Client to the Agency; and
- 9.6.2.6. do not contain any Malicious Software.

9.6.3. Where the Client has Approved a request by the Agency for any part of the Specially Written Software or New IPRs to be excluded from the requirement to be in an Open Source format due to the intention to embed or integrate Agency Existing IPRs and/or Third Party IPRs (and where the Parties agree that such IPRs are not intended to be published as Open Source), the Agency shall:

9.6.3.1. as soon as reasonably practicable, provide written details of the nature of the IPRs and items or Goods or Services based on IPRs which are to be excluded from Open Source publication; and

9.6.3.2. include in the written details and information about the impact that inclusion of such IPRs or Goods or Services based on such IPRs, will have on any other Specially Written Software and/or New IPRs and the Buyer's ability to publish such other items or Goods or Services as Open Source.

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## 9.7. Malicious Software

9.7.1. The Agency shall, throughout the Contract Period, use the latest versions of anti-virus definitions and software available from an industry accepted anti-virus software vendor to check for, contain the spread of, and minimise the impact of Malicious Software.

9.7.2. If Malicious Software is found, the Parties shall co-operate to reduce the effect of the Malicious Software and, particularly if Malicious Software causes loss of operational efficiency or loss or corruption of Government Data, assist each other to mitigate any losses and to restore the provision of the Goods or Services to its desired operating efficiency.

- 9.7.3. Any cost arising out of the actions of the Parties taken in compliance with the provisions of paragraph 9.7.2 shall be borne by the Parties as follows:

- 
- 9.7.3.1. by the Agency, where the Malicious Software originates from the Agency Software, the third party Software supplied by the Agency or the Government Data (whilst the Government Data was under the control of the Agency) unless the Agency can demonstrate that such Malicious Software was present and not quarantined or otherwise identified by the Client when provided to the Agency; and
- 9.7.3.2. by the Client, if the Malicious Software originates from the Client Software or the Client Data (whilst the Client Data was under the control of the Buyer).
- 

**9.8. Agency Furnished Terms -**

**9.9. Software Licence Terms**

- 
- 9.9.1.1. Terms for licensing of non-COTS third party software in accordance with Paragraph 9.2.3 are detailed in [insert reference to relevant Schedule].
- 9.9.1.2. Terms for licensing of COTS software in accordance with Paragraph 9.3 are detailed in [insert reference to relevant Schedule]

#### **9.10. Software as a Service Terms**

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9.10.1.1. Additional terms for provision of a Software as a Service solution are detailed in [insert reference to relevant Schedule].

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#### **9.11. Software Support & Maintenance Terms**

9.11.1.1. Additional terms for provision of Software Support & Maintenance Services are detailed in [insert reference to relevant Schedule]]

## Order Schedule 7 (Key Agency Staff)

- 1.1 The Order Form (Letter of Appointment) lists the key roles ("**Key Roles**") and names of the persons who the Agency shall appoint to fill those Key Roles at the Start Date.
- 1.2 The Agency shall ensure that the Key Staff fulfil the Key Roles at all times during the Contract Period.
- 1.3 The Client may identify any further roles as being Key Roles and, following agreement to the same by the Agency, the relevant person selected to fill those Key Roles shall be included on the list of Key Staff.
- 1.4 The Agency shall not and shall procure that any Subcontractor shall not remove or replace any Key Staff unless:

- 1.4.1 requested to do so by the Client or the Client Approves such removal or replacement (not to be unreasonably withheld or delayed);
- 1.4.2 the person concerned resigns, retires or dies or is on maternity or long-term sick leave; or
- 1.4.3 the person's employment or contractual arrangement with the Agency or Subcontractor is terminated for material breach of contract by the employee.

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### 1.5 The Agency shall:

- 1.5.1 notify the Client promptly of the absence of any Key Staff (other than for short-term sickness or holidays of two (2) weeks or less, in which case the Agency shall ensure appropriate temporary cover for that Key Role);
- 1.5.2 ensure that any Key Role is not vacant for any longer than ten (10) Working Days;
- 1.5.3 give as much notice as is reasonably practicable of its intention to remove or replace any member of Key Staff and, except in the cases of

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- death, unexpected ill health or a material breach of the Key Staff's employment contract, this will mean at least three (3) Months' notice;
- 1.5.4 ensure that all arrangements for planned changes in Key Staff provide adequate periods during which incoming and outgoing staff work together to transfer responsibilities and ensure that such change does not have an adverse impact on the provision of the Goods or Services; and
  - 1.5.5 ensure that any replacement for a Key Role has a level of qualifications and experience appropriate to the relevant Key Role and is fully competent to carry out the tasks assigned to the Key Staff whom he or she has replaced.

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1.6 The Client may require the Agency to remove or procure that any Subcontractor shall remove any Key Staff that the Client considers in any respect unsatisfactory. The Client shall not be liable for the cost of replacing any Key Staff.



## Order Schedule 8 (Business Continuity and Disaster Recovery)

### 1. Definitions

- 1.1 In this Schedule, the following words shall have the following meanings and they shall supplement Joint Schedule 1 (Definitions):

|                    |  |
|--------------------|--|
| <b>"BCDR Plan"</b> | has the meaning given to it in Paragraph 2.2 of this Schedule; |
|--------------------|--|

|                                   |  |
|-----------------------------------|--|
| <b>"Business Continuity Plan"</b> | has the meaning given to it in Paragraph 2.3.2 of this Schedule; |
|-----------------------------------|--|

|                   |  |
|-------------------|--|
| <b>"Disaster"</b> | the occurrence of one or more events which, either separately or cumulatively, mean that the Goods or Services, or a material part thereof will be unavailable (or could reasonably be anticipated to be unavailable); |
|-------------------|--|

|  |   |
|--|---|
| <b>"Disaster Recovery Goods or Services"</b> | the Goods or Services embodied in the processes and procedures for restoring the provision of Goods or Services following the occurrence of a Disaster; |
|--|---|

**"Disaster Recovery Plan"** has the meaning given to it in Paragraph 2.3.3 of this Schedule;

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**"Disaster Recovery System"** the system embodied in the processes and procedures for restoring the provision of Goods or Services following the occurrence of a Disaster;

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**"Related Agency"** any person who provides Goods or Services to the Client which are related to the Goods or Services from time to time;

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**"Review Report"** has the meaning given to it in Paragraph 6.3 of this Schedule; and

**"Agency's Proposals"** has the meaning given to it in Paragraph 6.3 of this Schedule;

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## 2. **BCDR Plan**

- 2.1 The Client and the Agency recognise that, where specified in Schedule 4 (DPS Management), CCS shall have the right to enforce the Client's rights under this Schedule.
- 2.2 Within 10 Working Days of the Start Date the Agency shall prepare and deliver to the Client for the Client's written approval a plan (a **"BCDR Plan"**),

which shall detail the processes and arrangements that the Agency shall follow to:

- 
- 2.2.1 ensure continuity of the business processes and operations supported by the Services following any failure or disruption of any element of the Goods or Services; and
  - 2.2.2 the recovery of the Goods or Services in the event of a Disaster
- 

2.3 The BCDR Plan shall be divided into three sections:

- 
- 2.3.1 Section 1 which shall set out general principles applicable to the BCDR Plan;
  - 2.3.2 Section 2 which shall relate to business continuity (the "**Business Continuity Plan**"); and
  - 2.3.3 Section 3 which shall relate to disaster recovery (the "**Disaster Recovery Plan**").
- 

2.4 Following receipt of the draft BCDR Plan from the Agency, the Parties shall use reasonable endeavours to agree the contents of the BCDR Plan. If the Parties are unable to agree the contents of the BCDR Plan within twenty (20) Working Days of its submission, then such Dispute shall be resolved in accordance with the Dispute Resolution Procedure.

### 3. **General Principles of the BCDR Plan (Section 1)**

3.1 Section 1 of the BCDR Plan shall:

- 3.1.1 set out how the business continuity and disaster recovery elements of the BCDR Plan link to each other;

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- 3.1.2 provide details of how the invocation of any element of the BCDR Plan may impact upon the provision of the Goods or Services and any goods and/or services provided to the Client by a Related Agency;
- 3.1.3 contain an obligation upon the Agency to liaise with the Client and any Related Agencies with respect to business continuity and disaster recovery;
- 3.1.4 detail how the BCDR Plan interoperates with any overarching disaster recovery or business continuity plan of the Client and any of its other Related Agency in each case as notified to the Agency by the Client from time to time;
- 3.1.5 contain a communication strategy including details of an incident and problem management service and advice and help desk facility which can be accessed via multiple channels;
- 3.1.6 contain a risk analysis, including:
  - (a) failure or disruption scenarios and assessments of likely frequency of occurrence;
  - (b) identification of any single points of failure within the provision of Goods or Services and processes for managing those risks;
  - (c) identification of risks arising from the interaction of the provision of Goods or Services with the goods and/or services provided by a Related Agency; and
  - (d) a business impact analysis of different anticipated failures or disruptions;
- 3.1.7 provide for documentation of processes, including business processes, and procedures;
- 3.1.8 set out key contact details for the Agency (and any Subcontractors) and for the Client;
- 3.1.9 identify the procedures for reverting to "normal service";
- 3.1.10 set out method(s) of recovering or updating data collected (or which ought to have been collected) during a failure or disruption to minimise data loss;
- 3.1.11 identify the responsibilities (if any) that the Client has agreed it will assume in the event of the invocation of the BCDR Plan; and
- 3.1.12 provide for the provision of technical assistance to key contacts at the Client as required by the Client to inform decisions in support of the Client's business continuity plans.

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

- 3.2.1 the Goods or Services are provided in accordance with this Contract at all times during and after the invocation of the BCDR Plan;
- 3.2.2 the adverse impact of any Disaster is minimised as far as reasonably possible;
- 3.2.3 it complies with the relevant provisions of ISO/IEC 27002; ISO22301/ISO22313 and all other industry standards from time to time in force; and
- 3.2.4 it details a process for the management of disaster recovery testing.

- 3.3 The BCDR Plan shall be upgradeable and sufficiently flexible to support any changes to the Goods or Services and the business operations supported by the provision of Goods or Services.
- 3.4 The Agency shall not be entitled to any relief from its obligations under the Performance Indicators (PI's) or Service levels, or to any increase in the Charges to the extent that a Disaster occurs as a consequence of any breach by the Agency of this Contract.

#### **4. Business Continuity (Section 2)**

- 4.1 The Business Continuity Plan shall set out the arrangements that are to be invoked to ensure that the business processes facilitated by the provision of Goods or Services remain supported and to ensure continuity of the business operations supported by the Services including:
  - 4.1.1 the alternative processes, options and responsibilities that may be adopted in the event of a failure in or disruption to the provision of Goods or Services; and
  - 4.1.2 the steps to be taken by the Agency upon resumption of the provision of Goods or Services in order to address the effect of the failure or disruption.

4.2 The Business Continuity Plan shall:

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

5. **Disaster Recovery (Section 3)**

- 5.1 The Disaster Recovery Plan (which shall be invoked only upon the occurrence of a Disaster) shall be designed to ensure that upon the occurrence of a Disaster the Agency ensures continuity of the business operations of the Client supported by the Services following any Disaster or during any period of service failure or disruption with, as far as reasonably possible, minimal adverse impact.
- 5.2 The Agency's BCDR Plan shall include an approach to business continuity and disaster recovery that addresses the following:

- 5.2.1 loss of access to the Client Premises;
- 5.2.2 loss of utilities to the Client Premises;
- 5.2.3 loss of the Agency's helpdesk or CAFM system;
- 5.2.4 loss of a Subcontractor;
- 5.2.5 emergency notification and escalation process;
- 5.2.6 contact lists;

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- 5.2.7 staff training and awareness;
- 5.2.8 BCDR Plan testing;
- 5.2.9 post implementation review process;
- 5.2.10 any applicable Performance Indicators (PI's) with respect to the provision of the disaster recovery services and details of any agreed relaxation to the Performance Indicators (PI's) or Service Levels in respect of the provision of other Goods or Services during any period of invocation of the Disaster Recovery Plan;
- 5.2.11 details of how the Agency shall ensure compliance with security standards ensuring that compliance is maintained for any period during which the Disaster Recovery Plan is invoked;
- 5.2.12 access controls to any disaster recovery sites used by the Agency in relation to its obligations pursuant to this Schedule; and
- 5.2.13 testing and management arrangements.

**6. Review and changing the BCDR Plan**

**6.1 The Agency shall review the BCDR Plan:**

- 6.1.1 on a regular basis and as a minimum once every six (6) Months;
- 6.1.2 within three (3) calendar Months of the BCDR Plan (or any part) having been invoked pursuant to Paragraph 7; and
- 6.1.3 where the Client requests in writing any additional reviews (over and above those provided for in Paragraphs 6.1.1 and 6.1.2 of this Schedule) whereupon the Agency shall conduct such reviews in accordance with the Client's written requirements. Prior to starting its review, the Agency shall provide an accurate written estimate of the total costs payable by the Client for the Client's approval. The costs of both Parties of any such additional reviews shall be met by the Client except that the Agency shall not be entitled to charge the Client for any costs that it may incur above any estimate without the Client's prior written approval.

- 6.2 Each review of the BCDR Plan pursuant to Paragraph 6.1 shall assess its suitability having regard to any change to the Goods or Services or any underlying business processes and operations facilitated by or supported by the Services which have taken place since the later of the original approval of the BCDR Plan or the last review of the BCDR Plan, and shall also have regard to any occurrence of any event since that date (or the likelihood of any such event taking place in the foreseeable future) which may increase the likelihood of the need to invoke the BCDR Plan. The review shall be completed by the Agency within such period as the Client shall reasonably require.
- 6.3 The Agency shall, within twenty (20) Working Days of the conclusion of each such review of the BCDR Plan, provide to the Client a report (a "**Review Report**") setting out the Agency's proposals (the "**Agency's Proposals**") for addressing any changes in the risk profile and its proposals for amendments to the BCDR Plan.
- 6.4 Following receipt of the Review Report and the Agency's Proposals, the Parties shall use reasonable endeavours to agree the Review Report and the Agency's Proposals. If the Parties are unable to agree Review Report and the Agency's Proposals within twenty (20) Working Days of its submission, then such Dispute shall be resolved in accordance with the Dispute Resolution Procedure.
- 6.5 The Agency shall as soon as is reasonably practicable after receiving the approval of the Agency's Proposals effect any change in its practices or procedures necessary so as to give effect to the Agency's Proposals. Any such change shall be at the Agency's expense unless it can be reasonably shown that the changes are required because of a material change to the risk profile of the Goods or Services.

## **7. Testing the BCDR Plan**

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- 7.1 The Agency shall test the BCDR Plan:

- 7.1.1 regularly and in any event not less than once in every Contract Year;

- 7.1.2 in the event of any major reconfiguration of the Goods or Services



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- 7.1.3 at any time where the Client considers it necessary (acting in its sole discretion).

- 
- 7.2 If the Client requires an additional test of the BCDR Plan, it shall give the Agency written notice and the Agency shall conduct the test in accordance with the Client's requirements and the relevant provisions of the BCDR Plan. The Agency's costs of the additional test shall be borne by the Client unless the BCDR Plan fails the additional test in which case the Agency's costs of that failed test shall be borne by the Agency.
- 7.3 The Agency shall undertake and manage testing of the BCDR Plan in full consultation with and under the supervision of the Client and shall liaise with the Client in respect of the planning, performance, and review, of each test, and shall comply with the reasonable requirements of the Client.
- 7.4 The Agency shall ensure that any use by it or any Subcontractor of "live" data in such testing is first approved with the Client. Copies of live test data used in any such testing shall be (if so required by the Client) destroyed or returned to the Client on completion of the test.
- 7.5 The Agency shall, within twenty (20) Working Days of the conclusion of each test, provide to the Client a report setting out:

- 7.5.1 the outcome of the test;
- 7.5.2 any failures in the BCDR Plan (including the BCDR Plan's procedures) revealed by the test; and
- 7.5.3 the Agency's proposals for remedying any such failures.

- 
- 7.6 Following each test, the Agency shall take all measures requested by the Client to remedy any failures in the BCDR Plan and such remedial activity and re-testing shall be completed by the Agency, at its own cost, by the date reasonably required by the Client.

**8. Invoking the BCDR Plan**

- 8.1 In the event of a complete loss of service or in the event of a Disaster, the Agency shall immediately invoke the BCDR Plan (and shall inform the Client

promptly of such invocation). In all other instances the Agency shall invoke or test the BCDR Plan only with the prior consent of the Client.

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## **9. Circumstances beyond your control**

- 9.1 The Agency shall not be entitled to relief under Clause 20 (Circumstances beyond your control) if it would not have been impacted by the Force Majeure Event had it not failed to comply with its obligations under this Schedule.
-

## Order Schedule 9 (Security)

### Part A: Short Form Security Requirements

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#### 1. Definitions

- 1.1 In this Schedule, the following words shall have the following meanings and they shall supplement Joint Schedule 1 (Definitions):

**"Breach of  
Security"**

the occurrence of:

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- a) any unauthorised access to or use of the Goods or Services, the Sites and/or any Information and Communication Technology ("ICT"), information or data (including the Confidential Information and the Government Data) used by the Client and/or the Agency in connection with this Contract; and/or
- b) the loss and/or unauthorised disclosure of any information or data (including the Confidential Information and the Government

Data), including any copies of such information or data, used by the Client and/or the Agency in connection with this Contract,

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in either case as more particularly set out in the Security Policy where the Client has required compliance therewith in accordance with paragraph 2.2;

**"Security Management Plan"**

the Agency's security management plan prepared pursuant to this Schedule, a draft of which has been provided by the Agency to the Client and as updated from time to time.

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## **2. Complying with security requirements and updates to them**

- 
- 2.1 The Client and the Agency recognise that, where specified in DPS Schedule 4 (DPS Management), CCS shall have the right to enforce the Client's rights under this Schedule.
  - 2.2 The Agency shall comply with the requirements in this Schedule in respect of the Security Management Plan. Where specified by a Client that has undertaken a Further Competition it shall also comply with the Security Policy and shall ensure that the Security Management Plan produced by the Agency fully complies with the Security Policy.
  - 2.3 Where the Security Policy applies the Client shall notify the Agency of any changes or proposed changes to the Security Policy.
  - 2.4 If the Agency believes that a change or proposed change to the Security Policy will have a material and unavoidable cost implication to the provision of the Goods or Services it may propose a Variation to the Client. In doing so, the

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Agency must support its request by providing evidence of the cause of any increased costs and the steps that it has taken to mitigate those costs. Any change to the Charges shall be subject to the Variation Procedure.

- 2.5 Until and/or unless a change to the Charges is agreed by the Client pursuant to the Variation Procedure the Agency shall continue to provide the Goods or Services in accordance with its existing obligations.

### **3. Security Standards**

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- 3.1 The Agency acknowledges that the Client places great emphasis on the reliability of the performance of the Goods or Services, confidentiality, integrity and availability of information and consequently on security.
- 3.2 The Agency shall be responsible for the effective performance of its security obligations and shall at all times provide a level of security which:

- 3.2.1 is in accordance with the Law and this Contract;
- 3.2.2 as a minimum demonstrates Good Industry Practice;
- 3.2.3 meets any specific security threats of immediate relevance to the Goods or Services and/or the Government Data; and
- 3.2.4 where specified by the Client in accordance with paragraph 2.2 complies with the Security Policy and the ICT Policy.

- 3.3 The references to standards, guidance and policies contained or set out in Paragraph 3.2 shall be deemed to be references to such items as developed and updated and to any successor to or replacement for such standards, guidance and policies, as notified to the Agency from time to time.
- 3.4 In the event of any inconsistency in the provisions of the above standards, guidance and policies, the Agency should notify the Client's Representative of such inconsistency immediately upon becoming aware of the same, and the

Client's Representative shall, as soon as practicable, advise the Agency which provision the Agency shall be required to comply with.

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#### **4. Security Management Plan**

##### **4.1 Introduction**

- 4.1.1 The Agency shall develop and maintain a Security Management Plan in accordance with this Schedule. The Agency shall thereafter comply with its obligations set out in the Security Management Plan.

##### **4.2 Content of the Security Management Plan**

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- 4.2.1 The Security Management Plan shall:

- a) comply with the principles of security set out in Paragraph 3 and any other provisions of this Contract relevant to security;
- b) identify the necessary delegated organisational roles for those responsible for ensuring it is complied with by the Agency;
- c) detail the process for managing any security risks from Subcontractors and third parties authorised by the Client with access to the Goods or Services, processes associated with the provision of the Goods or Services, the Client Premises, the Sites and any

ICT, Information and data (including the Client's Confidential Information and the Government Data) and any system that could directly or indirectly have an impact on that Information, data and/or the Goods or Services;

- d) be developed to protect all aspects of the Goods or Services and all processes associated with the provision of the Goods or Services, including the Client Premises, the Sites, and any ICT, Information and data (including the Client's Confidential Information and the Government Data) to the extent used by the Client or the Agency in connection with this Contract or in connection with any system that could directly or indirectly have an impact on that Information, data and/or the Goods or Services;
- e) set out the security measures to be implemented and maintained by the Agency in relation to all aspects of the Goods or Services and all processes associated with the provision of the Goods and/or Services and shall at all times comply with and specify security measures and procedures which are sufficient to ensure that the Goods or Services comply with the provisions of this Contract;
- f) set out the plans for transitioning all security arrangements and responsibilities for the Agency to meet the full obligations of the security requirements set out in this Contract and, where necessary in accordance with paragraph 2.2 the Security Policy; and
- g) be written in plain English in language which is readily comprehensible to the staff of the Agency and the Client engaged in the provision of the Goods or Services and shall only reference documents which are in the possession of the Parties or whose location is otherwise specified in this Schedule.

---

### **4.3 Development of the Security Management Plan**

- 4.3.1 Within twenty (20) Working Days after the Start Date and in accordance with Paragraph 4.4, the Agency shall prepare and deliver to the Client for Approval a fully complete and up to date Security Management Plan which will be based on the draft Security Management Plan.
- 4.3.2 If the Security Management Plan submitted to the Client in accordance with Paragraph 4.3.1, or any subsequent revision to it in accordance with Paragraph 4.4, is Approved it will be adopted immediately and will replace the previous version of the Security Management

Plan and thereafter operated and maintained in accordance with this Schedule. If the Security Management Plan is not Approved, the Agency shall amend it within ten (10) Working Days of a notice of non-approval from the Client and re-submit to the Client for Approval. The Parties will use all reasonable endeavours to ensure that the approval process takes as little time as possible and in any event no longer than fifteen (15) Working Days from the date of its first submission to the Client. If the Client does not approve the Security Management Plan following its resubmission, the matter will be resolved in accordance with the Dispute Resolution Procedure.

- 4.3.3 The Client shall not unreasonably withhold or delay its decision to Approve or not the Security Management Plan pursuant to Paragraph 4.3.2. However a refusal by the Client to Approve the Security Management Plan on the grounds that it does not comply with the requirements set out in Paragraph 4.2 shall be deemed to be reasonable.
- 4.3.4 Approval by the Client of the Security Management Plan pursuant to Paragraph 4.3.2 or of any change to the Security Management Plan in accordance with Paragraph 4.4 shall not relieve the Agency of its obligations under this Schedule.

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#### **4.4 Amendment of the Security Management Plan**

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- 4.4.1 The Security Management Plan shall be fully reviewed and updated by the Agency at least annually to reflect:

- a) emerging changes in Good Industry Practice;
- b) any change or proposed change to the Goods or Services and/or associated processes;
- c) where necessary in accordance with paragraph 2.2, any change to the Security Policy;
- d) any new perceived or changed security threats; and
- e) any reasonable change in requirements requested by the Client.



4.4.2 The Agency shall provide the Client with the results of such reviews as soon as reasonably practicable after their completion and amendment of the Security Management Plan at no additional cost to the Client. The results of the review shall include, without limitation:

- a) suggested improvements to the effectiveness of the Security Management Plan;
- b) updates to the risk assessments; and
- c) suggested improvements in measuring the effectiveness of controls.

4.4.3 Subject to Paragraph 4.4.4, any change or amendment which the Agency proposes to make to the Security Management Plan (as a result of a review carried out in accordance with Paragraph 4.4.1, a request by the Client or otherwise) shall be subject to the Variation Procedure.

4.4.4 The Client may, acting reasonably, Approve and require changes or amendments to the Security Management Plan to be implemented on timescales faster than set out in the Variation Procedure but, without prejudice to their effectiveness, all such changes and amendments shall thereafter be subject to the Variation Procedure for the purposes of formalising and documenting the relevant change or amendment.

## **5. Security breach**

5.1 Either Party shall notify the other in accordance with the agreed security incident management process (as detailed in the Security Management Plan) upon becoming aware of any Breach of Security or any potential or attempted Breach of Security.

5.2 Without prejudice to the security incident management process, upon becoming aware of any of the circumstances referred to in Paragraph 5.1, the Agency shall:

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

- a) minimise the extent of actual or potential harm caused by any Breach of Security;
- b) remedy such Breach of Security to the extent possible and protect the integrity of the Client and the provision of the Goods and/or Services to the extent within its control against any such Breach of Security or attempted Breach of Security;
- c) prevent an equivalent breach in the future exploiting the same cause failure; and
- d) as soon as reasonably practicable provide to the Client, where the Client so requests, full details (using the reporting mechanism defined by the Security Management Plan) of the Breach of Security or attempted Breach of Security, including a cause analysis where required by the Client.

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5.3 In the event that any action is taken in response to a Breach of Security or potential or attempted Breach of Security that demonstrates non-compliance of the Security Management Plan with the Security Policy (where relevant in accordance with paragraph 2.2) or the requirements of this Schedule, then any required change to the Security Management Plan shall be at no cost to the Client.

## **Part B – Annex 1: Baseline security requirements**

### **1. Handling Classified information**

- 1.1 The Agency shall not handle Client information classified SECRET or TOP SECRET except if there is a specific requirement and in this case prior to receipt of such information the Agency shall seek additional specific guidance from the Client.

### **2. End user devices**

- 2.1 When Government Data resides on a mobile, removable or physically uncontrolled device it must be stored encrypted using a product or system component which has been formally assured through a recognised certification process of the National Cyber Security Centre ("NCSC") to at least Foundation Grade, for example, under the NCSC Commercial Product Assurance scheme ("CPA").
- 2.2 Devices used to access or manage Government Data and services must be under the management authority of Client or Agency and have a minimum set of security policy configuration enforced. These devices must be placed into a 'known good' state prior to being provisioned into the management authority of the Client. Unless otherwise agreed with the Client in writing, all Agency devices are expected to meet the set of security requirements set out in the End User Devices Security Guidance (<https://www.ncsc.gov.uk/guidance/end-user-device-security>). Where the guidance highlights shortcomings in a particular platform the Agency may wish to use, then these should be discussed with the Client and a joint decision shall be taken on whether the residual risks are acceptable. Where the Agency wishes to deviate from the NCSC guidance, then this should be agreed in writing on a case by case basis with the Client.

### **3. Data Processing, Storage, Management and Destruction**

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3.1 The Agency and Client recognise the need for the Client's information to be safeguarded under the UK Data Protection regime or a similar regime. To that end, the Agency must be able to state to the Client the physical locations in which data may be stored, processed and managed from, and what legal and regulatory DPSs Government Data will be subject to at all times.

3.2 The Agency shall agree any change in location of data storage, processing and administration with the Client in accordance with Clause 14 (Data protection).

3.3 The Agency shall:

- 3.3.1 provide the Client with all Government Data on demand in an agreed open format;
  - 3.3.2 have documented processes to guarantee availability of Government Data in the event of the Agency ceasing to trade;
  - 3.3.3 securely destroy all media that has held Government Data at the end of life of that media in line with Good Industry Practice; and
  - 3.3.4 securely erase any or all Government Data held by the Agency when requested to do so by the Client.
- 

### **4. Ensuring secure communications**

4.1 The Client requires that any Government Data transmitted over any public network (including the Internet, mobile networks or un-protected enterprise network) or to a mobile device must be encrypted using a product or system component which has been formally assured through a certification process recognised by NCSC, to at least Foundation Grade, for example, under CPA.

- 4.2 The Client requires that the configuration and use of all networking equipment to provide the Services, including those that are located in secure physical locations, are at least compliant with Good Industry Practice.

## **5. Security by design**

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- 5.1 The Agency shall apply the 'principle of least privilege' (the practice of limiting systems, processes and user access to the minimum possible level) to the design and configuration of IT systems which will process or store Government Data.
- 5.2 When designing and configuring the ICT Environment (to the extent that the ICT Environment is within the control of the Agency) the Agency shall follow Good Industry Practice and seek guidance from recognised security professionals with the appropriate skills and/or a NCSC certification (<https://www.ncsc.gov.uk/section/products-services/ncsc-certification>) for all bespoke or complex components of the ICT Environment (to the extent that the ICT Environment is within the control of the Agency).
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## **6. Security of Agency Staff**

- 6.1 Agency Staff shall be subject to pre-employment checks that include, as a minimum: identity, unspent criminal convictions and right to work.
- 6.2 The Agency shall agree on a case by case basis Agency Staff roles which require specific government clearances (such as 'SC') including system administrators with privileged access to IT systems which store or process Government Data.
- 6.3 The Agency shall prevent Agency Staff who are unable to obtain the required security clearances from accessing systems which store, process, or are used to manage Government Data except where agreed with the Client in writing.
- 6.4 All Agency Staff that have the ability to access Government Data or systems holding Government Data shall undergo regular training on secure information

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management principles. Unless otherwise agreed with the Client in writing, this training must be undertaken annually.

- 6.5 Where the Agency or Subcontractors grants increased ICT privileges or access rights to Agency Staff, those Agency Staff shall be granted only those permissions necessary for them to carry out their duties. When staff no longer need elevated privileges or leave the organisation, their access rights shall be revoked within one (1) Working Day.

## **7. Restricting and monitoring access**

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- 7.1 The Agency shall operate an access control regime to ensure all users and administrators of the ICT Environment (to the extent that the ICT Environment is within the control of the Agency) are uniquely identified and authenticated when accessing or administering the Services. Applying the 'principle of least privilege', users and administrators shall be allowed access only to those parts of the ICT Environment that they require. The Agency shall retain an audit record of accesses.
- 

## **8. Audit**

- 8.1 The Agency shall collect audit records which relate to security events in the systems or that would support the analysis of potential and actual compromises. In order to facilitate effective monitoring and forensic readiness such Agency audit records should (as a minimum) include:

- 8.1.1 Logs to facilitate the identification of the specific asset which makes every outbound request external to the ICT Environment (to the extent that the ICT Environment is within the control of the Agency). To

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the extent the design of the Goods or Services allows such logs shall include those from DHCP servers, HTTP/HTTPS proxy servers, firewalls and routers.

- 8.1.2 Security events generated in the ICT Environment (to the extent that the ICT Environment is within the control of the Agency) and shall include: privileged account log-on and log-off events, the start and termination of remote access sessions, security alerts from desktops and server operating systems and security alerts from third party security software.

8.2 The Agency and the Client shall work together to establish any additional audit and monitoring requirements for the ICT Environment.

8.3 The Agency shall retain audit records collected in compliance with this Paragraph 8 for a period of at least 6 Months.

## Part B – Annex 2 - Security Management Plan

### Data protection policy

#### 1. Definitions:

**Automated Decision-Making (ADM):** when a decision is made which is based solely on Automated Processing (including profiling) which produces legal effects or significantly affects an individual. The UK GDPR prohibits Automated Decision-Making (unless certain conditions are met) but not Automated Processing.

**Automated Processing:** any form of automated processing of Personal Data consisting of the use of Personal Data to evaluate certain personal aspects relating to an individual, in particular to analyse or predict aspects concerning that individual's performance at work, economic situation, health, personal preferences, interests, reliability, behaviour, location or movements. Profiling is an example of Automated Processing.

**Company name:** Barley Communications Limited, 71-75 Shelton Street, Covent Garden, London, WC2H 9JQ.

**Company Personnel:** all employees, workers, contractors, agency workers, consultants, directors, members and others.

**Consent:** agreement which must be freely given, specific, informed and be an unambiguous indication of the Data Subject's wishes by which they, by a statement or by a clear positive action, signify agreement to the Processing of Personal Data relating to them.

**Controller:** the person or organisation that determines when, why and how to process Personal Data. It is responsible for establishing practices and policies in line with the UK GDPR. We are the Controller of all Personal Data relating to our Company Personnel and Personal Data used in our business for our own commercial purposes.

**Criminal Convictions Data:** means personal data relating to criminal convictions and offences and includes personal data relating to criminal allegations and proceedings.

**Data Subject:** a living, identified or identifiable individual about whom we hold Personal Data. Data Subjects may be nationals or residents of any country and may have legal rights regarding their Personal Data.

**Data Privacy Impact Assessment (DPIA):** tools and assessments used to identify and reduce risks of a data processing activity. DPIA can be carried out as part of Privacy by Design and should be conducted for all major system or business change programmes involving the Processing of Personal Data.

**Data Protection Officer (DPO):** the person required to be appointed in specific circumstances under the UK GDPR. Where a mandatory DPO has not been appointed, this term means a data privacy manager or other voluntary appointment of a DPO or refers to the Company data privacy team with responsibility for data protection compliance.

**UK GDPR:** the retained EU law version of the General Data Protection Regulation ((EU) 2016/679). Personal Data is subject to the legal safeguards specified in the UK GDPR.

**Personal Data:** any information identifying a Data Subject or information relating to a Data Subject that we can identify (directly or indirectly) from that data alone or in combination with other identifiers we possess or can reasonably access. Personal Data includes Special Categories of Personal Data and Pseudonymised Personal Data but excludes anonymous data or data that has had the identity of an individual permanently removed. Personal data can be factual (for example, a name, email address, location or date of birth) or an opinion about that person's actions or behaviour.

**Personal Data Breach:** any act or omission that compromises the security, confidentiality, integrity or availability of Personal Data or the physical, technical, administrative or organisational



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safeguards that we or our third-party service providers put in place to protect it. The loss, or unauthorised access, disclosure or acquisition, of Personal Data is a Personal Data Breach.

**Privacy by Design:** implementing appropriate technical and organisational measures in an effective manner to ensure compliance with the UK GDPR.

**Privacy Guidelines:** the Company privacy and UK GDPR related guidelines provided to assist in interpreting and implementing this Data Protection Policy and Related Policies, available here, available on the intranet, here:

**Privacy Notices (also referred to as Fair Processing Notices) or Privacy Policies:** separate notices setting out information that may be provided to Data Subjects when the Company collects information about them. These notices may take the form of general privacy statements applicable to a specific group of individuals (for example, employee privacy notices or the website privacy policy) or they may be stand-alone, one-time privacy statements covering Processing related to a specific purpose.

**Processing or Process:** any activity that involves the use of Personal Data. It includes obtaining, recording or holding the data, or carrying out any operation or set of operations on the data including organising, amending, retrieving, using, disclosing, erasing or destroying it. Processing also includes transmitting or transferring Personal Data to third parties.

**Pseudonymisation or Pseudonymised:** replacing information that directly or indirectly identifies an individual with one or more artificial identifiers or pseudonyms so that the person, to whom the data relates, cannot be identified without the use of additional information which is meant to be kept separately and secure.

**Related Policies:** the Company's policies, operating procedures or processes related to this Data Protection Policy and designed to protect Personal Data, available within this document.

**Special Categories of Personal Data:** information revealing racial or ethnic origin, political opinions, religious or similar beliefs, trade union membership, physical or mental health conditions, sexual life, sexual orientation, biometric or genetic data.

## **2. Introduction**

- This Data Protection Policy sets out how Barley Communications Limited ("we", "our", "us", "the Company") handle the Personal Data of our customers, suppliers, employees, workers and other third parties
- This Data Protection Policy applies to all Personal Data we Process regardless of the media on which that data is stored or whether it relates to past or present employees, workers, customers, clients or supplier contacts, shareholders, website users or any other Data Subject
- This Data Protection Policy applies to all Company staff ("you", "your"). You must read, understand and comply with this Data Protection Policy when Processing Personal Data on our behalf and attend training on its requirements. This Data Protection Policy sets out what we expect from you for the Company to comply with applicable law. Your compliance with this Data Protection Policy is mandatory. Related Policies and Privacy Guidelines are available to help you interpret and act in accordance with this Data Protection Policy. You must also comply with all such Related Policies and Privacy Guidelines. Any breach of this Data Protection Policy may result in disciplinary action
- Where you have a specific responsibility in connection with Processing such as capturing Consent, reporting a Personal Data Breach, conducting a DPIA as referenced in this Data Protection Policy or otherwise then you must comply with the Related Policies and Privacy Guidelines
- This Data Protection Policy (together with Related Policies and Privacy Guidelines) is an internal document and cannot be shared with third parties, clients or regulators without prior authorisation from the DPO

## **3. Scope**

- We recognise that the correct and lawful treatment of Personal Data will maintain confidence in the organisation and will provide for successful business operations. Protecting the confidentiality and integrity of Personal Data is a critical responsibility that we take seriously at all times. The Company is exposed to potential fines of up to

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£17.5 million or 4% of total worldwide annual turnover, whichever is higher and depending on the breach, for failure to comply with the provisions of the UK GDPR

- All Partners are responsible for ensuring all Company staff comply with this Data Protection Policy and need to implement appropriate practices, processes, controls and training to ensure that compliance
- The DPO is responsible for overseeing this Data Protection Policy and, as applicable, developing Related Policies and Privacy Guidelines. That post is held by Sam Williams, and she can be reached at 07949 607029 and sam.williams@barleycommunications.co.uk
- Please contact the DPO with any questions about the operation of this Data Protection Policy or the UK GDPR or if you have any concerns that this Data Protection Policy is not being or has not been followed. In particular, you must always contact the DPO in the following circumstances:
  - a. if you are unsure of the lawful basis which you are relying on to process Personal Data (including the legitimate interests used by the Company) (see **Error! Bookmark not defined.****Error! Reference source not found.**);
  - b. if you need to rely on Consent and/or need to capture Explicit Consent (see **Error! Bookmark not defined.****Error! Reference source not found.**);
  - c. if you need to draft Privacy Notices (see [paragraph 7](#));
  - d. if you are unsure about the retention period for the Personal Data being Processed (see [paragraph 11](#));
  - e. if you are unsure about what security or other measures you need to implement to protect Personal Data (see [paragraph 12.1](#));
  - f. if there has been a Personal Data Breach ([paragraph 13](#));
  - g. if you are unsure on what basis to transfer Personal Data outside the UK (see [paragraph 14](#));
  - h. if you need any assistance dealing with any rights invoked by a Data Subject (see [paragraph 15](#));
  - i. whenever you are engaging in a significant new, or change in, Processing activity which is likely to require a DPIA (see [paragraph 19](#)) or plan to use Personal Data for purposes other than what it was collected for;
  - j. if you plan to undertake any activities involving Automated Processing including profiling or Automated Decision-Making (see [paragraph 20](#));
  - k. if you need help complying with applicable law when carrying out direct marketing activities (see [paragraph 21](#)); or
  - l. if you need help with any contracts or other areas in relation to sharing Personal Data with third parties (including our vendors) (see [paragraph 22](#))

#### **4. Personal data protection principles**

- We adhere to the principles relating to Processing of Personal Data set out in the UK GDPR which require Personal Data to be:
  - a. Processed lawfully, fairly and in a transparent manner (Lawfulness, Fairness and Transparency);
  - b. collected only for specified, explicit and legitimate purposes (Purpose Limitation);
  - c. adequate, relevant and limited to what is necessary in relation to the purposes for which it is Processed (Data Minimisation);
  - d. accurate and where necessary kept up to date (Accuracy);
  - e. not kept in a form which permits identification of Data Subjects for longer than is necessary for the purposes for which the data is Processed (Storage Limitation);
  - f. Processed in a manner that ensures its security using appropriate technical and organisational measures to protect against unauthorised or unlawful Processing and against accidental loss, destruction or damage (Security, Integrity and Confidentiality);

- g. not transferred to another country without appropriate safeguards being in place (Transfer Limitation); and
- h. made available to Data Subjects and allow Data Subjects to exercise certain rights in relation to their Personal Data (Data Subject's Rights and Requests)
- We are responsible for and must be able to demonstrate compliance with the data protection principles listed above (Accountability)

## **5. Lawfulness, fairness, transparency**

### **Lawfulness and fairness**

- Personal data must be Processed lawfully, fairly and in a transparent manner in relation to the Data Subject
- You may only collect, Process and share Personal Data fairly and lawfully and for specified purposes. The UK GDPR restricts our actions regarding Personal Data to specified lawful purposes. These restrictions are not intended to prevent Processing but ensure that we Process Personal Data fairly and without adversely affecting the Data Subject
  - a. The UK GDPR allows Processing for specific purposes, some of which are set out below:
  - b. the Data Subject has given their Consent;
  - c. the Processing is necessary for the performance of a contract with the Data Subject;
  - d. to meet our legal compliance obligations;
  - e. to protect the Data Subject's vital interests;
  - f. to pursue our legitimate interests (or those of a third party) for purposes where they are not overridden because the Processing prejudices the interests or fundamental rights and freedoms of Data Subjects. The purposes for which we process Personal Data for legitimate interests need to be set out in applicable Privacy Notices; or
- You must identify and document the legal ground being relied on for each Processing activity in accordance with the Company's guidelines on the Lawful Basis for Processing Personal Data, available from your line manager

## **6. Consent**

- A Controller must only process Personal Data on the basis of one or more of the lawful bases set out in the UK GDPR, which include Consent
- A Data Subject consents to Processing of their Personal Data if they indicate agreement clearly either by a statement or positive action to the Processing. Consent requires affirmative action so silence, pre-ticked boxes or inactivity are unlikely to be sufficient. If Consent is given in a document which deals with other matters, then the Consent must be kept separate from those other matters
- Data Subjects must be easily able to withdraw Consent to Processing at any time and withdrawal must be promptly honoured. Consent may need to be refreshed if you intend to Process Personal Data for a different and incompatible purpose which was not disclosed when the Data Subject first consented
- When processing Special Category Data or Criminal Convictions Data, we will usually rely on a legal basis for processing other than Explicit Consent or Consent if possible. Where Explicit Consent is relied on, you must issue a Privacy Notice to the Data Subject to capture Explicit Consent
- You will need to evidence Consent captured and keep records of all Consents in accordance with Related Policies and Privacy Guidelines so that the Company can demonstrate compliance with Consent requirements

## **7. Transparency (notifying Data Subjects)**

- The UK GDPR requires Controllers to provide detailed, specific information to Data Subjects depending on whether the information was collected directly from Data Subjects or from elsewhere. The information must be provided through appropriate

Privacy Notices which must be concise, transparent, intelligible, easily accessible, and in clear and plain language so that a Data Subject can easily understand them

- Whenever we collect Personal Data directly from Data Subjects, including for HR or employment purposes, we must provide the Data Subject with all the information required by the UK GDPR including the identity of the Controller and DPO, how and why we will use, Process, disclose, protect and retain that Personal Data through a Privacy Notice which must be presented when the Data Subject first provides the Personal Data
- When Personal Data is collected indirectly (for example, from a third party or publicly available source), we must provide the Data Subject with all the information required by the UK GDPR as soon as possible after collecting or receiving the data. We must also check that the Personal Data was collected by the third party in accordance with the UK GDPR and on a basis which contemplates our proposed Processing of that Personal Data
- If you are collecting Personal Data from Data Subjects, directly or indirectly, then you must provide Data Subjects with a Privacy Notice in accordance with our Related Policies and Privacy Guidelines

#### **8. Purpose limitation**

- Personal Data must be collected only for specified, explicit and legitimate purposes. It must not be further Processed in any manner incompatible with those purposes
- You cannot use Personal Data for new, different or incompatible purposes from that disclosed when it was first obtained unless you have informed the Data Subject of the new purposes and they have Consented where necessary

#### **9. Data minimisation**

- Personal Data must be adequate, relevant and limited to what is necessary in relation to the purposes for which it is Processed
- You may only Process Personal Data when performing your job duties requires it. You cannot Process Personal Data for any reason unrelated to your job duties
- You may only collect Personal Data that you require for your job duties: do not collect excessive data. Ensure any Personal Data collected is adequate and relevant for the intended purposes
- You must ensure that when Personal Data is no longer needed for specified purposes, it is deleted or anonymised in accordance with the Company's data retention guidelines

#### **10. Accuracy**

- Personal Data must be accurate and, where necessary, kept up to date. It must be corrected or deleted without delay when inaccurate
- You will ensure that the Personal Data we use and hold is accurate, complete, kept up to date and relevant to the purpose for which we collected it. You must check the accuracy of any Personal Data at the point of collection and at regular intervals afterwards. You must take all reasonable steps to destroy or amend inaccurate or out-of-date Personal Data

#### **11. Storage limitation**

- Personal Data must not be kept in an identifiable form for longer than is necessary for the purposes for which the data is processed
- The Company will maintain retention policies and procedures to ensure Personal Data is deleted after a reasonable time for the purposes for which it was being held, unless a law requires that data to be kept for a minimum time. You must comply with the Company's Data Retention Policy
- You must not keep Personal Data in a form which permits the identification of the Data Subject for longer than needed for the legitimate business purpose or purposes for which we originally collected it including for the purpose of satisfying any legal, accounting or reporting requirements

- You will take all reasonable steps to destroy or erase from our systems all Personal Data that we no longer require in accordance with all the Company's applicable records retention schedules and policies. This includes requiring third parties to delete that data where applicable
- You will ensure Data Subjects are informed of the period for which data is stored and how that period is determined in any applicable Privacy Notice

## **12. Security integrity and confidentiality**

### **Protecting Personal Data**

- Personal Data must be secured by appropriate technical and organisational measures against unauthorised or unlawful Processing, and against accidental loss, destruction or damage
- We will develop, implement and maintain safeguards appropriate to our size, scope and business, our available resources, the amount of Personal Data that we own or maintain on behalf of others and identified risks (including use of encryption and Pseudonymisation where applicable). We will regularly evaluate and test the effectiveness of those safeguards to ensure security of our Processing of Personal Data. You are responsible for protecting the Personal Data we hold. You must implement reasonable and appropriate security measures against unlawful or unauthorised Processing of Personal Data and against the accidental loss of, or damage to, Personal Data. You must exercise particular care in protecting Special Categories of Personal Data and Criminal Convictions Data from loss and unauthorised access, use or disclosure
- You must follow all procedures and technologies we put in place to maintain the security of all Personal Data from the point of collection to the point of destruction. You may only transfer Personal Data to third-party service providers who agree to comply with the required policies and procedures and who agree to put adequate measures in place, as requested
- You must maintain data security by protecting the confidentiality, integrity and availability of the Personal Data, defined as follows:
  - a. Confidentiality means that only people who have a need to know and are authorised to use the Personal Data can access it;
  - b. Integrity means that Personal Data is accurate and suitable for the purpose for which it is processed; and
  - c. Availability means that authorised users are able to access the Personal Data when they need it for authorised purposes
- You must comply with and not attempt to circumvent the administrative, physical and technical safeguards we implement and maintain in accordance with the UK GDPR and relevant standards to protect Personal Data

## **13. Reporting a Personal Data Breach**

- The UK GDPR requires Controllers to notify any Personal Data Breach to the Information Commissioner and, in certain instances, the Data Subject
- We have put in place procedures to deal with any suspected Personal Data Breach and will notify Data Subjects or any applicable regulator where we are legally required to do so
- If you know or suspect that a Personal Data Breach has occurred, do not attempt to investigate the matter yourself. Immediately contact the person or team designated as the key point of contact for Personal Data Breaches your line manager. You should preserve all evidence relating to the potential Personal Data Breach

## **14. Transfer limitation**

- The UK GDPR restricts data transfers to countries outside the UK to ensure that the level of data protection afforded to individuals by the UK GDPR is not undermined. You transfer Personal Data originating in one country across borders when you transmit, send, view or access that data in or to a different country

- You may only transfer Personal Data outside the UK if one of the following conditions applies:
  - a. the UK has issued regulations confirming that the country to which we transfer the Personal Data ensures an adequate level of protection for the Data Subject's rights and freedoms;
  - b. appropriate safeguards are in place such as binding corporate rules (BCR), standard contractual clauses approved for use in the UK, an approved code of conduct or a certification mechanism, a copy of which can be obtained from the DPO;
  - c. the Data Subject has provided Explicit Consent to the proposed transfer after being informed of any potential risks; or
  - d. the transfer is necessary for one of the other reasons set out in the UK GDPR including the performance of a contract between us and the Data Subject, reasons of public interest, to establish, exercise or defend legal claims or to protect the vital interests of the Data Subject where the Data Subject is physically or legally incapable of giving Consent and, in some limited cases, for our legitimate interest

## **15. Data Subject's rights and requests**

- Data Subjects have rights when it comes to how we handle their Personal Data. These include rights to:
  - a. withdraw Consent to Processing at any time;
  - b. receive certain information about the Controller's Processing activities;
  - c. request access to their Personal Data that we hold;
  - d. prevent our use of their Personal Data for direct marketing purposes;
  - e. ask us to erase Personal Data if it is no longer necessary in relation to the purposes for which it was collected or Processed or to rectify inaccurate data or to complete incomplete data;
  - f. restrict Processing in specific circumstances;
  - g. challenge Processing which has been justified on the basis of our legitimate interests or in the public interest;
  - h. request a copy of an agreement under which Personal Data is transferred outside of the UK;
  - i. object to decisions based solely on Automated Processing, including profiling (ADM);
  - j. prevent Processing that is likely to cause damage or distress to the Data Subject or anyone else;
  - k. be notified of a Personal Data Breach which is likely to result in high risk to their rights and freedoms;
  - l. make a complaint to the supervisory authority;
  - m. in limited circumstances, receive or ask for their Personal Data to be transferred to a third party in a structured, commonly used and machine-readable format; and
- You must verify the identity of an individual requesting data under any of the rights listed above (do not allow third parties to persuade you into disclosing Personal Data without proper authorisation)
- You must immediately forward any Data Subject request you receive to your line manager and comply with the Company's Response procedures for data subject requests

## **16. Accountability**

- The Controller must implement appropriate technical and organisational measures in an effective manner, to ensure compliance with data protection principles. The Controller is responsible for, and must be able to demonstrate, compliance with the data protection principles
- The Company must have adequate resources and controls in place to ensure and to document UK GDPR compliance including:

- a. appointing a suitably qualified DPO (where necessary) and an executive accountable for data privacy;
- b. implementing Privacy by Design when Processing Personal Data and completing DPIAs where Processing presents a high risk to rights and freedoms of Data Subjects;
- c. integrating data protection into internal documents including this Data Protection Policy, Related Policies, Privacy Guidelines or Privacy Notices;
- d. regularly training Company Personnel on the UK GDPR, this Data Protection Policy, Related Policies and Privacy Guidelines and data protection matters including, for example, Data Subject's rights, Consent, legal basis, DPIA and Personal Data Breaches. The Company must maintain a record of training attendance by Company Personnel; and
- e. regularly testing the privacy measures implemented and conducting periodic reviews and audits to assess compliance, including using results of testing to demonstrate compliance improvement effort

#### **17. Record keeping**

- The UK GDPR requires us to keep full and accurate records of all our data Processing activities
- You must keep and maintain accurate corporate records reflecting our Processing including records of Data Subjects' Consents and procedures for obtaining Consents
- These records should include, at a minimum, the name and contact details of the Controller and the DPO, clear descriptions of the Personal Data types, Data Subject types, Processing activities, Processing purposes, third-party recipients of the Personal Data, Personal Data storage locations, Personal Data transfers, the Personal Data's retention period and a description of the security measures in place. To create the records, data maps should be created which should include the detail set out above together with appropriate data flows

#### **18. Training and audit**

- We are required to ensure all Company staff have undergone adequate training to enable them to comply with data privacy laws. We must also regularly test our systems and processes to assess compliance
- You must undergo all mandatory data privacy related training and ensure your team undergo similar mandatory training
- You must regularly review all the systems and processes under your control to ensure they comply with this Data Protection Policy and check that adequate governance controls and resources are in place to ensure proper use and protection of Personal Data

#### **19. Privacy by Design and Data Protection Impact Assessment (DPIA)**

- We are required to implement Privacy by Design measures when Processing Personal Data by implementing appropriate technical and organisational measures (like Pseudonymisation) in an effective manner, to ensure compliance with data privacy principles
- You must assess what Privacy by Design measures can be implemented on all programmes, systems or processes that Process Personal Data by taking into account the following:
  - a. the state of the art;
  - b. the cost of implementation;
  - c. the nature, scope, context and purposes of Processing; and
  - d. the risks of varying likelihood and severity for rights and freedoms of Data Subjects posed by the Processing
- Controllers must also conduct DPIAs in respect to high-risk Processing.

- You should conduct a DPIA (and discuss your findings with the DPO) when implementing major system or business change programs involving the Processing of Personal Data including:
  - a. use of new technologies (programs, systems or processes), or changing technologies (programs, systems or processes);
  - b. Automated Processing including profiling and ADM;
  - c. large-scale Processing of Special Categories of Personal Data or Criminal Convictions Data; and
  - d. large-scale, systematic monitoring of a publicly accessible area
- A DPIA must include:
  - a. a description of the Processing, its purposes and the Controller's legitimate interests if appropriate
  - b. an assessment of the necessity and proportionality of the Processing in relation to its purpose
  - c. an assessment of the risk to individuals; and
  - d. the risk mitigation measures in place and demonstration of compliance

## **20. Automated Processing (including profiling) and Automated Decision-Making**

- Generally, ADM is prohibited when a decision has a legal or similar significant effect on an individual unless:
  - a. a Data Subject has Explicitly consented
  - b. the Processing is authorised by law; or
  - c. the Processing is necessary for the performance of or entering into a contract
- If certain types of Special Categories of Personal Data or Criminal Convictions Data are being processed, then grounds (b) or (c) will not be allowed but the Special Categories of Personal Data and Criminal Convictions Data can be Processed where it is necessary (unless less intrusive means can be used) for substantial public interest like fraud prevention
- If a decision is to be based solely on Automated Processing (including profiling), then Data Subjects must be informed when you first communicate with them of their right to object. This right must be explicitly brought to their attention and presented clearly and separately from other information. Further, suitable measures must be put in place to safeguard the Data Subject's rights and freedoms and legitimate interest
- We must also inform the Data Subject of the logic involved in the decision making or profiling, the significance and envisaged consequences and give the Data Subject the right to request human intervention, express their point of view or challenge the decision.
- A DPIA must be carried out before any Automated Processing (including profiling), or ADM activities are undertaken

## **21. Direct marketing**

- We are subject to certain rules and privacy laws when marketing to our customers
- For example, a Data Subject's prior consent is required for electronic direct marketing (for example, by email, text or automated calls). The limited exception for existing customers known as "soft opt-in" allows organisations to send marketing texts or emails if they have obtained contact details in the course of a sale to that person, they are marketing similar products or services, and they gave the person an opportunity to opt out of marketing when first collecting the details and in every subsequent message
- The right to object to direct marketing must be explicitly offered to the Data Subject in an intelligible manner so that it is clearly distinguishable from other information



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- A Data Subject's objection to direct marketing must be promptly honoured. If a customer opts out at any time, their details should be suppressed as soon as possible. Suppression involves retaining just enough information to ensure that marketing preferences are respected in the future
- You must comply with the Company's guidelines on direct marketing to customers

**22. Sharing Personal Data**

- Generally, we are not allowed to share Personal Data with third parties unless certain safeguards and contractual arrangements have been put in place
- You may only share the Personal Data we hold with another employee, agent or representative of our group (which includes our subsidiaries and our ultimate holding company along with its subsidiaries) if the recipient has a job-related need to know the information and the transfer complies with any applicable cross-border transfer restrictions
- You may only share the Personal Data we hold with third parties, such as our service providers, if:
  - a. they have a need to know the information for the purposes of providing the contracted services
  - b. sharing the Personal Data complies with the Privacy Notice provided to the Data Subject and, if required, the Data Subject's Consent has been obtained
  - c. the third party has agreed to comply with the required data security standards, policies and procedures and put adequate security measures in place
  - d. the transfer complies with any applicable cross-border transfer restrictions; and
  - e. a fully executed written contract that contains UK GDPR-approved third party clauses has been obtained

**23. Changes to this Data Protection Policy**

- We keep this Data Protection Policy under regular review. This version was last updated on in August 2023
- This Data Protection Policy does not override any applicable national data privacy laws and regulations in countries where the Company operates. Certain countries may have localised variances to this Data Protection Policy which are available on request to the DPO

## Order Schedule 10 (Exit Management)

### 1. Definitions

- 1.1 In this Schedule, the following words shall have the following meanings and they shall supplement Joint Schedule 1 (Definitions):

|                           |  |
|---------------------------|--|
| <b>"Exclusive Assets"</b> | Agency Assets used exclusively by the Agency [or a Key Subcontractor] in the provision of the Goods or Services;   |
| <b>"Exit Information"</b> | has the meaning given to it in Paragraph 3.1 of this Schedule;   |
| <b>"Exit Manager"</b>     | the person appointed by each Party to manage their respective obligations under this Schedule;   |
| <b>"Exit Plan"</b>        | the plan produced and updated by the Agency during the Initial Period in accordance with Paragraph 4 of this Schedule;   |
| <b>"Net Book Value"</b>   | the current net book value of the relevant Agency Asset(s) calculated in accordance with the DPS Tender or Order Tender (if stated) or (if not stated) the depreciation policy of the Agency (which the Agency |

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|  |  |
|--|--|
|  | shall ensure is in accordance with Good Industry Practice);  |
| <b>"Non-Exclusive Assets"</b>          | those Agency Assets used by the Agency [or a Key Subcontractor] in connection with the Goods or Services but which are also used by the Agency [or Key Subcontractor] for other purposes;  |
| <b>"Registers"</b>                     | the register and configuration database referred to in Paragraph 2.2 of this Schedule;   |
| <b>"Replacement Goods"</b>             | any goods which are substantially similar to any of the Goods and which the Client receives in substitution for any of the Goods following the End Date, whether those goods are provided by the Client internally and/or by any third party;          |
| <b>"Replacement Services"</b>          | any services which are substantially similar to any of the Services and which the Client receives in substitution for any of the Services following the End Date, whether those goods are provided by the Client internally and/or by any third party; |
| <b>"Termination Assistance"</b>        | the activities to be performed by the Agency pursuant to the Exit Plan, and other assistance required by the Client pursuant to the Termination Assistance Notice;   |
| <b>"Termination Assistance Notice"</b> | has the meaning given to it in Paragraph 5.1 of this Schedule;   |

|  |  |
|--|--|
| <b>"Termination Assistance Period"</b> | the period specified in a Termination Assistance Notice for which the Agency is required to provide the Termination Assistance as such period may be extended pursuant to Paragraph 5.2 of this Schedule;  |
| <b>"Transferable Assets"</b>           | Exclusive Assets which are capable of legal transfer to the Client ;   |
| <b>"Transferable Contracts"</b>        | Sub-Contracts, licences for the Agency's software, licences for third party software or other agreements which are necessary to enable the Client or any Replacement agency to provide the Goods or Services or the Replacement Goods and/or Replacement Services, including in relation to licences all relevant Documentation; |
| <b>"Transferring Assets"</b>           | has the meaning given to it in Paragraph 8.2.1 of this Schedule;   |
| <b>"Transferring Contracts"</b>        | has the meaning given to it in Paragraph 8.2.3 of this Schedule.   |

## **2. Agency must always be prepared for contract exit**

2.1 The Agency shall within 30 days from the Start Date provide to the Client a copy of its depreciation policy to be used for the purposes of calculating Net Book Value.

2.2 During the Contract Period, the Agency shall promptly:

- 2.2.1 create and maintain a detailed register of all Agency Assets (including description, condition, location and details of ownership and status as either Exclusive Assets or Non-Exclusive Assets and Net Book Value) and Sub-contracts and other relevant agreements required in connection with the Goods or Services; and
  - 2.2.2 create and maintain a configuration database detailing the technical infrastructure and operating procedures through which the Agency provides the Goods or Services ("**Registers**").
- 

2.3 The Agency shall:

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- 2.3.1 ensure that all Exclusive Assets listed in the Registers are clearly physically identified as such; and
  - 2.3.2 procure that all licences for Third Party Software and all Sub-Contracts shall be assignable and/or capable of novation (at no cost or restriction to the Client) at the request of the Client to the Client (and/or its nominee) and/or any Replacement Agency upon the Agency ceasing to provide the Goods or Services (or part of them) and if the Agency is unable to do so then the Agency shall promptly notify the Client and the Client may require the Agency to procure an alternative Subcontractor or provider of Goods or Services.
- 

- 2.4 Each Party shall appoint an Exit Manager within three (3) Months of the Start Date. The Parties' Exit Managers will liaise with one another in relation to all issues relevant to the expiry or termination of this Contract.
- 2.5 The Agency shall ensure at no cost to the Client that all digital data that is the Existing IPR of the Client or New IPR to be assigned to the Client can be identified and returned to the Client in an open format on demand and advise the Client of any Transferable Contracts and technical information that would assist in the continued use of such data.

### 3. Assisting re-competition for Goods or Services

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- 3.1 The Agency shall, on reasonable notice, provide to the Client and/or its potential Replacement Agencies (subject to the potential Replacement Agencies entering into reasonable written confidentiality undertakings), such information (including any access) as the Client shall reasonably require in order to facilitate the preparation by the Client of any invitation to tender and/or to facilitate any potential Replacement Agencies undertaking due diligence (the "**Exit Information**").
- 3.2 The Agency acknowledges that the Client may disclose the Agency's Confidential Information (excluding the Agency's or its Subcontractors' prices or costs) to an actual or prospective Replacement Agency to the extent that such disclosure is necessary in connection with such engagement.
- 3.3 The Agency shall provide complete updates of the Exit Information on an as-requested basis as soon as reasonably practicable and notify the Client within five (5) Working Days of any material change to the Exit Information which may adversely impact upon the provision of any Goods or Services (and shall consult the Client in relation to any such changes).
- 3.4 The Exit Information shall be accurate and complete in all material respects and shall be sufficient to enable a third party to prepare an informed offer for those Goods or Services; and not be disadvantaged in any procurement process compared to the Agency.

### 4. Exit Plan

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- 4.1 The Agency shall, within three (3) Months after the Start Date, deliver to the Client an Exit Plan which complies with the requirements set out in Paragraph 4.3 of this Schedule and is otherwise reasonably satisfactory to the Client.
- 4.2 The Parties shall use reasonable endeavours to agree the contents of the Exit Plan. If the Parties are unable to agree the contents of the Exit Plan within

twenty (20) Working Days of the latest date for its submission pursuant to Paragraph 4.1, then such Dispute shall be resolved in accordance with the Dispute Resolution Procedure.

4.3 The Exit Plan shall set out, as a minimum:

- 
- 4.3.1 a detailed description of both the transfer and cessation processes, including a timetable;
  - 4.3.2 how the Goods or Services will transfer to the Replacement Agency and/or the Client;
  - 4.3.3 details of any contracts which will be available for transfer to the Client and/or the Replacement Agency upon the Expiry Date together with any reasonable costs required to effect such transfer;
  - 4.3.4 proposals for the training of key members of the Replacement Agency's staff in connection with the continuation of the provision of the Goods or Services following the Expiry Date;
  - 4.3.5 proposals for providing the Client or a Replacement Agency copies of all documentation (including without limitation database schema and any other digital resources) relating to the use and operation of the Goods or Services and required for their continued use;
  - 4.3.6 proposals for the assignment or novation of all services utilised by the Agency in connection with the supply of the Goods or Services;
  - 4.3.7 proposals for the identification and return, or transfer to the Replacement Agency, of all Client Assets in the possession of and/or control of the Agency or any third party;
  - 4.3.8 proposals for the disposal of any redundant Goods or Services and materials;
  - 4.3.9 how the Agency will ensure that there is no disruption to or degradation of the Goods or Services during the Termination Assistance Period; and
  - 4.3.10 any other information or assistance reasonably required by the Client or a Replacement Agency.

4.4 The Agency shall:

4.4.1 maintain and update the Exit Plan (and risk management plan) no less frequently than:

- (a) every six (6) months throughout the Contract Period; and
- (b) no later than twenty (20) Working Days after a request from the Client for an up-to-date copy of the Exit Plan;
- (c) as soon as reasonably possible following a Termination Assistance Notice, and in any event no later than ten (10) Working Days after the date of the Termination Assistance Notice;
- (d) as soon as reasonably possible following, and in any event no later than twenty (20) Working Days following, any material change to the Goods or Services (including all changes under the Variation Procedure); and

4.4.2 jointly review and verify the Exit Plan if required by the Client and promptly correct any identified failures.

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4.5 Only if (by notification to the Agency in writing) the Client agrees with a draft Exit Plan provided by the Agency under Paragraph 4.2 or 4.4 (as the context requires), shall that draft become the Exit Plan for this Contract.

4.6 A version of an Exit Plan agreed between the parties shall not be superseded by any draft submitted by the Agency.

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## 5. Termination Assistance

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

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- 5.1.1 the nature of the Termination Assistance required; and
  - 5.1.2 the start date and initial period during which it is anticipated that Termination Assistance will be required, which shall continue no longer than twelve (12) Months after the End Date.
- 

5.2 The Client shall have an option to extend the Termination Assistance Period beyond the initial period specified in the Termination Assistance Notice in one or more extensions, in each case provided that:

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- 5.2.1 no such extension shall extend the Termination Assistance Period beyond the date twelve (12) Months after the End Date; and
- 5.2.2 the Client shall notify the Agency of any such extension no later than twenty (20) Working Days prior to the date on which the Termination Assistance Period is otherwise due to expire.

5.3 The Client shall have the right to terminate its requirement for Termination Assistance by serving not less than (20) Working Days' written notice upon the Agency.

5.4 In the event that Termination Assistance is required by the Client but at the relevant time the parties are still agreeing an update to the Exit Plan pursuant to Paragraph 4, the Agency will provide the Termination Assistance in good faith and in accordance with the principles in this Schedule and the last Client approved version of the Exit Plan (insofar as it still applies).

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## **6. Termination Assistance Period**

6.1 Throughout the Termination Assistance Period the Agency shall:

- 6.1.1 continue to provide the Goods or Services (as applicable) and otherwise perform its obligations under this Contract and, if required by the Client, provide the Termination Assistance;
- 6.1.2 provide to the Client and/or its Replacement Agency any reasonable assistance and/or access requested by the Client and/or its Replacement Agency including assistance and/or access to facilitate the orderly transfer of responsibility for and conduct of the Goods or Services to the Client and/or its Replacement Agency;
- 6.1.3 use all reasonable endeavours to reallocate resources to provide such assistance without additional costs to the Client;
- 6.1.4 subject to Paragraph 6.3, provide the Goods or Services and the Termination Assistance at no detriment to the Key Performance Indicators (KPI's) or Service Levels, the provision of the Management Information or any other reports nor to any other of the Agency's obligations under this Contract;
- 6.1.5 at the Client's request and on reasonable notice, deliver up-to-date Registers to the Client;

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- 6.1.6 seek the Client's prior written consent to access any Client Premises from which the de-installation or removal of Agency Assets is required.

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6.2 If it is not possible for the Agency to reallocate resources to provide such assistance as is referred to in Paragraph 6.1.2 without additional costs to the Client, any additional costs incurred by the Agency in providing such reasonable assistance shall be subject to the Variation Procedure.

6.3 If the Agency demonstrates to the Client's reasonable satisfaction that the provision of the Termination Assistance will have a material, unavoidable adverse effect on the Agency's ability to meet one or more particular Service Levels, the Parties shall vary the relevant Service Levels accordingly.

### **7. Obligations when the contract is terminated**

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7.1 The Agency shall comply with all of its obligations contained in the Exit Plan.

7.2 Upon termination or expiry or at the end of the Termination Assistance Period (or earlier if this does not adversely affect the Agency's performance of the Goods or Services and the Termination Assistance), the Agency shall:

- 7.2.1 vacate any Client Premises;

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

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- 7.2.3 provide access during normal working hours to the Client and/or the Replacement Agency for up to twelve (12) Months after expiry or termination to:

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

7.3 Except where this Contract provides otherwise, all licences, leases and authorisations granted by the Client to the Agency in relation to the Goods or Services shall be terminated with effect from the end of the Termination Assistance Period.

#### **8. Assets, Sub-contracts and Software**

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8.1 Following notice of termination of this Contract and during the Termination Assistance Period, the Agency shall not, without the Client's prior written consent:

- 8.1.1 terminate, enter into or vary any Sub-contract or licence for any software in connection with the Goods or Services; or

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- 8.1.2 (subject to normal maintenance requirements) make material modifications to, or dispose of, any existing Agency Assets or acquire any new Agency Assets.

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8.2 Within twenty (20) Working Days of receipt of the up-to-date Registers provided by the Agency, the Client shall notify the Agency setting out:

- 8.2.1 which, if any, of the Transferable Assets the Client requires to be transferred to the Client and/or the Replacement Agency ("**Transferring Assets**");

- 8.2.2 which, if any, of:

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

(b) the Non-Exclusive Assets,  
the Client and/or the Replacement Agency requires the continued use of; and

- 8.2.3 which, if any, of Transferable Contracts the Client requires to be assigned or novated to the Client and/or the Replacement Agency (the "**Transferring Contracts**"),

in order for the Client and/or its Replacement Agency to provide the Goods or Services from the expiry of the Termination Assistance Period. The Agency shall provide all reasonable assistance required by the Client and/or its Replacement Agency to enable it to determine which Transferable

Assets and Transferable Contracts are required to provide the Goods or Services or the Replacement Goods and/or Replacement Services.

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8.3 With effect from the expiry of the Termination Assistance Period, the Agency shall sell the Transferring Assets to the Client and/or the Replacement Agency for their Net Book Value less any amount already paid for them through the Charges.

8.4 Risk in the Transferring Assets shall pass to the Client or the Replacement Agency (as appropriate) at the end of the Termination Assistance Period and title shall pass on payment for them.

8.5 Where the Client and/or the Replacement Agency requires continued use of any Exclusive Assets that are not Transferable Assets or any Non-Exclusive Assets, the Agency shall as soon as reasonably practicable:

8.5.1 procure a non-exclusive, perpetual, royalty-free licence for the Client and/or the Replacement Agency to use such assets (with a right of sub-licence or assignment on the same terms); or failing which

8.5.2 procure a suitable alternative to such assets, the Client or the Replacement Agency to bear the reasonable proven costs of procuring the same.

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

8.7 The Client shall:

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

8.7.2 once a Transferring Contract is novated or assigned to the Client and/or the Replacement Agency, discharge all the obligations and liabilities created by or arising under that Transferring Contract and exercise its rights arising under that Transferring Contract, or as applicable, procure that the Replacement Agency does the same.

8.8 The Agency shall hold any Transferring Contracts on trust for the Client until the transfer of the relevant Transferring Contract to the Client and/or the Replacement Agency has taken place.

8.9 The Agency shall indemnify the Client (and/or the Replacement Agency, as applicable) against each loss, liability and cost arising out of any claims made by a counterparty to a Transferring Contract which is assigned or novated to the Client (and/or Replacement Agency) pursuant to Paragraph 8.6 in relation to any matters arising prior to the date of assignment or novation of such Transferring Contract. Clause 19 (Other people's rights in this contract) shall not apply to this Paragraph 8.9 which is intended to be enforceable by Third Parties Beneficiaries by virtue of the CRTPA.

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## **9. No charges**

9.1 Unless otherwise stated, the Client shall not be obliged to pay for costs incurred by the Agency in relation to its compliance with this Schedule.

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## **10. Dividing the bills**

10.1 All outgoings, expenses, rents, royalties and other periodical payments receivable in respect of the Transferring Assets and Transferring Contracts shall be

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apportioned between the Client and/or the Replacement and the Agency as follows:

- 
- 10.1.1 the amounts shall be annualised and divided by 365 to reach a daily rate;
  - 10.1.2 the Client or Replacement Agency (as applicable) shall be responsible for or entitled to (as the case may be) that part of the value of the invoice pro rata to the number of complete days following the transfer, multiplied by the daily rate; and
  - 10.1.3 the Agency shall be responsible for or entitled to (as the case may be) the rest of the invoice.
-



## Order Schedule 13 (Implementation Plan and Testing)

### Part A - Implementation

#### 1. Definitions

- 1.1 In this Schedule, the following words shall have the following meanings and they shall supplement Joint Schedule 1 (Definitions):

|                            |   |
|----------------------------|---|
| <b>"Delay"</b>             | a delay in the Achievement of a Milestone by its Milestone Date; or   |
|                            | a) a delay in the design, development, testing or implementation of a Deliverable by the relevant date set out in the Implementation Plan;                            |
| <b>"Deliverable Item"</b>  | an item or feature in the supply of the Goods or Services delivered or to be delivered by the Agency at or before a Milestone Date listed in the Implementation Plan; |
| <b>"Milestone Payment"</b> | a payment identified in the Implementation Plan to be made following the issue of a Satisfaction Certificate in respect of Achievement of the relevant Milestone;     |

has the meaning given to it in Paragraph 7.1;

**Implementation Period"**

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**2. Agreeing and following the Implementation Plan**

2.1 A draft of the Implementation Plan is set out in the Annex to this Schedule. The Agency shall provide a further draft Implementation Plan 30 days after the Order Contract Start Date.

2.2 The draft Implementation Plan:

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2.2.1 must contain information at the level of detail necessary to manage the implementation stage effectively and as the Client may otherwise require; and

2.2.2 it shall take account of all dependencies known to, or which should reasonably be known to, the Agency.

2.3 Following receipt of the draft Implementation Plan from the Agency, the Parties shall use reasonable endeavours to agree the contents of the Implementation Plan. If the Parties are unable to agree the contents of the Implementation Plan within twenty (20) Working Days of its submission, then such Dispute shall be resolved in accordance with the Dispute Resolution Procedure.

2.4 The Agency shall provide each of the Deliverable Items identified in the Implementation Plan by the date assigned to that Deliverable Item in the Implementation Plan so as to ensure that each Milestone identified in the Implementation Plan is Achieved on or before its Milestone Date.

- 2.5 The Agency shall monitor its performance against the Implementation Plan and Milestones (if any) and report to the Client on such performance.

### **3. Reviewing and changing the Implementation Plan**

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- 3.1 Subject to Paragraph 4.3, the Agency shall keep the Implementation Plan under review in accordance with the Client's instructions and ensure that it is updated on a regular basis.
- 3.2 The Client shall have the right to require the Agency to include any reasonable changes or provisions in each version of the Implementation Plan.
- 3.3 Changes to any Milestones, Milestone Payments and Delay Payments shall only be made in accordance with the Variation Procedure.
- 3.4 Time in relation to compliance with the Implementation Plan shall be of the essence and failure of the Agency to comply with the Implementation Plan shall be a material Default.

### **4. Security requirements before the Start Date**

---

- 4.1 The Agency shall note that it is incumbent upon them to understand the lead-in period for security clearances and ensure that all Agency Staff have the necessary security clearance in place before the Order Start Date. The Agency shall ensure that this is reflected in their Implementation Plans.
- 4.2 The Agency shall ensure that all Agency Staff and Subcontractors do not access the Client's IT systems, or any IT systems linked to the Client, unless they have satisfied the Client's security requirements.

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- 4.3 The Agency shall be responsible for providing all necessary information to the Client to facilitate security clearances for Agency Staff and Subcontractors in accordance with the Client's requirements.
- 4.4 The Agency shall provide the names of all Agency Staff and Subcontractors and inform the Client of any alterations and additions as they take place throughout the Order Contract.
- 4.5 The Agency shall ensure that all Agency Staff and Subcontractors requiring access to the Client Premises have the appropriate security clearance. It is the Agency's responsibility to establish whether or not the level of clearance will be sufficient for access. Unless prior approval has been received from the Client, the Agency shall be responsible for meeting the costs associated with the provision of security cleared escort services.
- 4.6 If a property requires Agency Staff or Subcontractors to be accompanied by the Client's Authorised Representative, the Client must be given reasonable notice of such a requirement, except in the case of emergency access.

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**5. What to do if there is a Delay**

- 5.1 If the Agency becomes aware that there is, or there is reasonably likely to be, a Delay under this Contract it shall:
  - 5.1.1 notify the Client as soon as practically possible and no later than within two (2) Working Days from becoming aware of the Delay or anticipated Delay;
  - 5.1.2 include in its notification an explanation of the actual or anticipated impact of the Delay;
  - 5.1.3 comply with the Client's instructions in order to address the impact of the Delay or anticipated Delay; and
  - 5.1.4 use all reasonable endeavours to eliminate or mitigate the consequences of any Delay or anticipated Delay.

## 6. Compensation for a Delay

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

6.1.1 the Agency acknowledges and agrees that any Delay Payment is a price adjustment and not an estimate of the Loss that may be suffered by the Client as a result of the Agency's failure to Achieve the corresponding Milestone;

6.1.2 Delay Payments shall be the Client's exclusive financial remedy for the Agency's failure to Achieve a Milestone by its Milestone Date except where:

- (a) the Client is entitled to or does terminate this Contract pursuant to Clause 10.4 (When CCS or the Client can end this contract); or
- (b) the delay exceeds the number of days (the "**Delay Period Limit**") specified in the Implementation Plan commencing on the relevant Milestone Date;

6.1.3 the Delay Payments will accrue on a daily basis from the relevant Milestone Date until the date when the Milestone is Achieved;

6.1.4 no payment or other act or omission of the Client shall in any way affect the rights of the Client to recover the Delay Payments or be deemed to be a waiver of the right of the Client to recover any such damages; and

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- 6.1.5 Delay Payments shall not be subject to or count towards any limitation on liability set out in Clause 11 (How much you can be held responsible for).
- 6.1.6 Implementation Plan
- 6.1.7 The Implementation Period will be a [six (6)] Month period.
- 6.1.8 During the Implementation Period, the incumbent supplier shall retain full responsibility for all existing services until the Order Start Date or as otherwise formally agreed with the Client. The Agency's full service obligations shall formally be assumed on the Order Start Date as set out in Order Form.
- 6.1.9 In accordance with the Implementation Plan, the Agency shall:
- 6.1.10 work cooperatively and in partnership with the Client, incumbent supplier, and other DPS Agency(s), where applicable, to understand the scope of Services to ensure a mutually beneficial handover of the Services;
- 6.1.11 work with the incumbent supplier and Client to assess the scope of the Services and prepare a plan which demonstrates how they will mobilise the Services;
- 6.1.12 liaise with the incumbent Agency to enable the full completion of the Implementation Period activities; and
- 6.1.13 produce a Implementation Plan, to be agreed by the Client, for carrying out the requirements within the Implementation Period including, key Milestones and dependencies.
- 6.1.14 The Implementation Plan will include detail stating:
- 6.1.15 how the Agency will work with the incumbent Agency and the Client Authorised Representative to capture and load up information such as asset data ; and
- 6.1.16 a communications plan, to be produced and implemented by the Agency, but to be agreed with the Client, including the frequency, responsibility for and nature of communication with the Client and end users of the Services.
- 6.1.17 In addition, the Agency shall:
- 6.1.18 appoint an Agency Authorised Representative who shall be responsible for the management of the Implementation Period, to ensure that the Implementation Period is planned and resourced adequately, and who will act as a point of contact for the Client;
- 6.1.19 mobilise all the Services specified in the Specification within the Order Contract;
- 6.1.20 produce a Implementation Plan report for each Client Premises to encompass programmes that will fulfil all the Client's obligations to landlords and other tenants:

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- 6.1.21 the format of reports and programmes shall be in accordance with the Client's requirements and particular attention shall be paid to establishing the operating requirements of the occupiers when preparing these programmes which are subject to the Client's approval; and
  - 6.1.22 the Parties shall use reasonable endeavours to agree the contents of the report but if the Parties are unable to agree the contents within twenty (20) Working Days of its submission by the Agency to the Client, then such Dispute shall be resolved in accordance with the Dispute Resolution Procedure.
  - 6.1.23 manage and report progress against the Implementation Plan;
  - 6.1.24 construct and maintain a Implementation risk and issue register in conjunction with the Client detailing how risks and issues will be effectively communicated to the Client in order to mitigate them;
  - 6.1.25 attend progress meetings (frequency of such meetings shall be as set out in the Order Form) in accordance with the Client's requirements during the Implementation Period. Implementation meetings shall be chaired by the Client and all meeting minutes shall be kept and published by the Agency; and
  - 6.1.26 ensure that all risks associated with the Implementation Period are minimised to ensure a seamless change of control between incumbent provider and the Agency.
-

## Annex 1: Implementation Plan

**Commented [JB1]:** Please insert implementation plan.  
Thanks

### Campaign overview and timeline

| Stage             | Activities   | Timing                              |
|-------------------|--|-------------------------------------|
| 1: Planning       | <ul style="list-style-type: none"><li>• Campaign kick-off meeting</li><li>• Immersion in audience research and insights</li><li>• Development of campaign recommendations and strategic approach</li></ul>   | Jun 24                              |
| 2: Implementation | <b>Set up</b> <ul style="list-style-type: none"><li>• Set up of ad audiences</li><li>• Drafting and activation of initial campaign ad schedule and copy</li><li>• Set up of reporting</li></ul> <b>Ongoing implementation</b> <ul style="list-style-type: none"><li>• Ongoing activation and monitoring of campaign ads</li><li>• Ongoing review, recommendations and design support for ad assets</li></ul> | Jun - Jul 24<br><br>Jul 24 – Mar 25 |
| 3: Delivery       | <ul style="list-style-type: none"><li>• Ad spend activated across Google PPC and Meta</li></ul>  | Jul 24 – Mar 25                     |
| 4: Evaluation     | <ul style="list-style-type: none"><li>• Weekly performance reporting</li><li>• Monthly insight and recommendations meetings</li><li>• End of campaign evaluation report</li></ul>  | Jul 24 – Apr 25                     |

### Stage 1: Planning

We already have a strong understanding of the CQC, having worked with you on a previous behaviour change campaign. Your brief has given us a clear understanding of your objectives for this campaign – thank you!

We understand that tackling inequalities in health and care is a core ambition of your organisational strategy, and this campaign is based on the need to focus on the quality of care for people who are most likely to have poor experience or outcomes from care.

You are looking for an agency partner to deliver digital advertising across Meta (Facebook and Instagram) and Google PPC to drive more people to share their experiences of care through your *Give Feedback on Care* webform.

You have identified the following audiences that you want to reach and engage:



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- Autistic people
- People with a learning disability
- Disabled people with physical impairments
- Disabled people with sensory impairments
- People from across all ethnic minority groups, including white non-British
- People in low-income households

Below we set out our approach to your requirements and in our response to evaluation criteria 3 in this document, we have provided some examples of our campaigns which have successfully engaged similar audiences through digital advertising and influencer marketing.

Arguably the most important part to any work is ensuring that we are all on the same page. We think it's crucial to invest time at the beginning in order to avoid misunderstandings further down the line.

We will use our initial time with you to develop our existing understanding of CQC, ensuring we are fully versed in your campaign goals and your overall organisational strategy moving forwards. We begin with a kick-off meeting, where we will want to ask questions and understand your priorities. We will also want to agree the logistics of working together, including reporting, feedback and sign off processes.

Next, we will want to immerse in our target audiences. We'll swiftly get to grips with the audience research that you have conducted, drawing out useful insights for this campaign. Should we find that there are gaps that need to be filled in the audience understanding, we can supplement your research as needed with further analysis through our global web insights and social media listening tools.

Given the challenges of reaching your target audiences, we see merit in considering working with influencers who can help us go one step further - reaching large sections of our target audience, with trust and authenticity.

Many users trust influencers with their recommendations, much more so than faceless organisations. Influencers have built loyalty with their audiences over time, so their recommendations hold higher value than recommendations and messaging via traditional advertising.

As part of the planning stage, we will discuss with you the opportunities we see in influencer marketing, a proven, cost-effective means of gaining attention and click-throughs vs in-house PPC campaigns. We would be keen to consider the possibility of commissioning a range of influencers across the campaign lifetime, which is likely to be effective in reaching different audience segments as the creative will change.

The campaign strategy that we will develop and agree with you will be firmly rooted in the research and insights, and will include our proposed approach to:

- Communications objectives
- Target audiences

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- Key messages
- Channel strategy
- Content strategy
- Key timings
- KPIs

### Stage 2: Implementation

Following agreement of the overarching campaign strategy, we move into detailed planning and implementation. At the set up stage, we will pay particular attention to three key areas.

Firstly, we begin with a **mapping exercise**, identifying key words and audience associated with the audience segments specified by CQC. This would include how we auction bids for key search terms on Google Ads as well as demographic targeting on Meta. As you have rightly identified, there are some limitations to targeting users with specific protected characteristics. We will therefore build on the insights from the planning stage to map interests that align with each of the audience segments. For example, *autism* may not be an interest targeting option, but an international organisation supporting those with autism may be.

Secondly, we will want to ensure that **ad creative and copy** will resonate with our target audiences, by making this as specific as possible. And of course, as we do with all of our campaigns, we will want to ensure that everything we run meets the highest standards of accessibility and has complete clarity and simplicity of messaging. We understand that you will be providing us with draft assets, and we will be happy to advise if we see any opportunities to make adjustments to these to improve ad performance. If the creative is clearly targeted towards those with autism, for example, it is more likely that mostly users with autism will be engaged and convert. Meta will then look for users that have shown similar activity as those who converted. The more converted users would equal more relevant targeting. Meta will be able to 'connect the dots' that we can't through their targeting options.

Finally, we will want those who see and engage with our ads to be as likely as possible to complete their user journey by **delivering the outcomes** that you are looking for – providing feedback on their experience of care. We would suggest a meeting early in the planning stages with those responsible for looking after the CQC website/ the feedback on care form page, to discuss any recommended enhancements that may be needed to ensure conversions and click-throughs are tracked. This would also be an opportunity to review the current form, including the layout, the questions and set up, to determine what work can be done to streamline and make giving feedback a more attractive and appealing experience for users.

### Stage 3: Delivery

The delivery of our agreed approach will be agile and responsive, taking an iterative approach based on what we learn as we go. We will build on campaign successes and adjust audience targeting, creative and copy to maximise performance against our agreed KPIs.

We'll begin with an intensive three-month ad campaign, which will incorporate split testing of messaging to establish the most successful routes to deliver against your desired outcomes.

We understand that you already have in place plans to reach the target audiences through organic social media content and working with stakeholder organisations who will be well-placed to influence the audiences. We therefore expect the three core strands of delivery to be:

- Google PPC – we will discuss and agree with you a combination of Google search ads and display ads (which run on partner platforms)
- Meta – running ads on CQC's own Facebook and Instagram channels
- Influencers – identifying and partnering with Meta influencers who have strong followings amongst your target audiences, through a combination of sharing agreed content organically and potentially running partnership posts and ads on Instagram.

Throughout the campaign, we will look for opportunities to tap into calendar events that are of interest to our target audiences, for example World Sight Day and Purple Tuesday to reach disabled people or Ramadan and Diwali to reach people from diverse ethnic minority groups.

All ads will be optimised for conversion, with a clear call to action for our target audiences to click through to the feedback form and share their experience of care.

#### **Stage 4: Evaluation**

At the outset of working with you we will want to agree clear KPIs against which to measure the success of our work. You have shared with us examples of KPIs based on results you have achieved from previous campaigns. We will want to understand fully the basis of these results.

Whilst the CPC you have shared is eminently achievable for ads targeting a broad audience, we can expect that the CPC rises as the targeted audience becomes more niche. The CPC achieved is also greatly affected by the choice and weighting of channels activated. We are mindful that the audiences we will be targeting for this campaign are, by definition, hard-to-reach and so we will want to be confident that KPIs agreed are realistic before we begin activation of our ads.

Naturally, we will want to report back regularly on campaign progress, encompassing not just raw measures of ad performance, but also ensuring that these ads are generating the outcomes and impact that you are looking for.

We propose adopting a tiered structure for reporting and evaluation, as follows:

- **Weekly reporting** – sharing a simple dashboard demonstrating ad performance, with recommendations on immediate adjustments to ads for the following week.

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- **Monthly meetings** – a check-in with you to:
  - reflect on progress against KPIs
  - draw out insights from the prior month's ad performance and the impact this has delivered
  - agree plans for the coming month, based on updates from you on content plans and any adjustments required to audience and platform prioritisation.
- **Final evaluation** – an end of campaign report, bringing together campaign performance against your objectives and agreed KPIs as well as learnings and recommendations for future campaigns.

**Part B – Testing – NOT USED**

**1. Definitions**

- 1.1 In this Schedule, the following words shall have the following meanings and they shall supplement Joint Schedule 1 (Definitions):

|                              |   |
|------------------------------|---|
| <b>"Component"</b>           | any constituent parts of the Goods or Services;       |
| <b>"Material Test Issue"</b> | a Test Issue of Severity Level 1 or Severity Level 2; |

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|                                    |  |
|------------------------------------|--|
| <b>"Satisfaction Certificate"</b>  | a certificate materially in the form of the document contained in Annex 2 issued by the Client when a Deliverable and/or Milestone has satisfied its relevant Test Success Criteria; |
| <b>"Severity Level"</b>            | the level of severity of a Test Issue, the criteria for which are described in Annex 1;  |
| <b>"Test Issue Management Log"</b> | a log for the recording of Test Issues as described further in Paragraph 8.1 of this Schedule;   |
| <b>"Test Issue Threshold"</b>      | in relation to the Tests applicable to a Milestone, a maximum number of Severity Level 3, Severity Level 4 and Severity Level 5 Test Issues as set out in the relevant Test Plan;    |
| <b>"Test Reports"</b>              | the reports to be produced by the Agency setting out the results of Tests;   |
| <b>"Test Specification"</b>        | the specification that sets out how Tests will demonstrate that the Test Success Criteria have been satisfied, as described in more detail in Paragraph 6.2 of this Schedule;        |
| <b>"Test Strategy"</b>             | a strategy for the conduct of Testing as described further in Paragraph 3.2 of this Schedule;  |

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|                                |  |
|--------------------------------|--|
| <b>"Test Success Criteria"</b> | in relation to a Test, the test success criteria for that Test as referred to in Paragraph 5 of this Schedule; |
| <b>"Test Witness"</b>          | any person appointed by the Client pursuant to Paragraph 9 of this Schedule; and                               |
| <b>"Testing Procedures"</b>    | the applicable testing procedures and Test Success Criteria set out in this Schedule.                          |

## **2. How testing should work**

2.1 All Tests conducted by the Agency shall be conducted in accordance with the Test Strategy, Test Specification and the Test Plan.

2.2 The Agency shall not submit any Deliverable for Testing:

2.2.1 unless the Agency is reasonably confident that it will satisfy the relevant Test Success Criteria;

2.2.2 until the Client has issued a Satisfaction Certificate in respect of any prior, dependant Deliverable(s); and

2.2.3 until the Parties have agreed the Test Plan and the Test Specification relating to the relevant Deliverable(s).

- 2.3 The Agency shall use reasonable endeavours to submit each Deliverable for Testing or re-Testing by or before the date set out in the Implementation Plan for the commencement of Testing in respect of the relevant Deliverable.
- 2.4 Prior to the issue of a Satisfaction Certificate, the Client shall be entitled to review the relevant Test Reports and the Test Issue Management Log.

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### **3. Planning for testing**

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- 3.1 The Agency shall develop the final Test Strategy as soon as practicable after the Start Date but in any case no later than twenty (20) Working Days after the Start Date.
- 3.2 The final Test Strategy shall include:

- 3.2.1 an overview of how Testing will be conducted in relation to the Implementation Plan;
- 3.2.2 the process to be used to capture and record Test results and the categorisation of Test Issues;
- 3.2.3 the procedure to be followed should a Deliverable fail a Test, fail to satisfy the Test Success Criteria or where the Testing of a Deliverable produces unexpected results, including a procedure for the resolution of Test Issues;
- 3.2.4 the procedure to be followed to sign off each Test;
- 3.2.5 the process for the production and maintenance of Test Reports and a sample plan for the resolution of Test Issues;
- 3.2.6 the names and contact details of the Client and the Agency's Test representatives;
- 3.2.7 a high level identification of the resources required for Testing including Client and/or third party involvement in the conduct of the Tests;

- 3.2.8 the technical environments required to support the Tests; and
- 3.2.9 the procedure for managing the configuration of the Test environments.

#### **4. Preparing for Testing**

- 4.1 The Agency shall develop Test Plans and submit these for Approval as soon as practicable but in any case no later than twenty (20) Working Days prior to the start date for the relevant Testing as specified in the Implementation Plan.
  - 4.2 Each Test Plan shall include as a minimum:
    - 4.2.1 the relevant Test definition and the purpose of the Test, the Milestone to which it relates, the requirements being Tested and, for each Test, the specific Test Success Criteria to be satisfied; and
    - 4.2.2 a detailed procedure for the Tests to be carried out.
  - 4.3 The Client shall not unreasonably withhold or delay its approval of the Test Plan provided that the Agency shall implement any reasonable requirements of the Client in the Test Plan.
-



## **5. Passing Testing**

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- 5.1 The Test Success Criteria for all Tests shall be agreed between the Parties as part of the relevant Test Plan pursuant to Paragraph 4.
- 

## **6. How Goods or Services will be tested**

- 6.1 Following approval of a Test Plan, the Agency shall develop the Test Specification for the relevant Goods or Services as soon as reasonably practicable and in any event at least 10 Working Days prior to the start of the relevant Testing (as specified in the Implementation Plan).
- 6.2 Each Test Specification shall include as a minimum:

6.2.1 the specification of the Test data, including its source, scope, volume and management, a request (if applicable) for relevant Test data to be provided by the Client and the extent to which it is equivalent to live operational data;

6.2.2 a plan to make the resources available for Testing;

6.2.3 Test scripts;

6.2.4 Test pre-requisites and the mechanism for measuring them; and

6.2.5 expected Test results, including:

---

- (a) a mechanism to be used to capture and record Test results; and

- (b) a method to process the Test results to establish their content.
- 

## **7. Performing the tests**

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- 7.1 Before submitting any Goods or Services for Testing the Agency shall subject the relevant Goods or Services to its own internal quality control measures.
- 7.2 The Agency shall manage the progress of Testing in accordance with the relevant Test Plan and shall carry out the Tests in accordance with the relevant Test Specification. Tests may be witnessed by the Test Witnesses in accordance with Paragraph 9.3.
- 7.3 The Agency shall notify the Client at least 10 Working Days in advance of the date, time and location of the relevant Tests and the Client shall ensure that the Test Witnesses attend the Tests.
- 7.4 The Client may raise and close Test Issues during the Test witnessing process.
- 7.5 The Agency shall provide to the Client in relation to each Test:

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7.5.1 a draft Test Report not less than 2 Working Days prior to the date on which the Test is planned to end; and

7.5.2 the final Test Report within 5 Working Days of completion of Testing.

---

- 7.6 Each Test Report shall provide a full report on the Testing conducted in respect of the relevant Goods or Services, including:

- 
- 7.6.1 an overview of the Testing conducted;
  - 7.6.2 identification of the relevant Test Success Criteria that have/have not been satisfied together with the Agency's explanation of why any criteria have not been met;
  - 7.6.3 the Tests that were not completed together with the Agency's explanation of why those Tests were not completed;
  - 7.6.4 the Test Success Criteria that were satisfied, not satisfied or which were not tested, and any other relevant categories, in each case grouped by Severity Level in accordance with Paragraph 8.1; and
  - 7.6.5 the specification for any hardware and software used throughout Testing and any changes that were applied to that hardware and/or software during Testing.
- 

- 7.7 When the Agency has completed a Milestone it shall submit any Goods or Services relating to that Milestone for Testing.
- 7.8 Each party shall bear its own costs in respect of the Testing. However, if a Milestone is not Achieved the Client shall be entitled to recover from the Agency, any reasonable additional costs it may incur as a direct result of further review or re-Testing of a Milestone.
- 7.9 If the Agency successfully completes the requisite Tests, the Client shall issue a Satisfaction Certificate as soon as reasonably practical following such successful completion. Notwithstanding the issuing of any Satisfaction Certificate, the Agency shall remain solely responsible for ensuring that the Goods or Services are implemented in accordance with this Contract.

## **8. Discovering Problems**

---

- 8.1 Where a Test Report identifies a Test Issue, the Parties shall agree the classification of the Test Issue using the criteria specified in Annex 1 and the Test Issue Management Log maintained by the Agency shall log Test Issues reflecting the Severity Level allocated to each Test Issue.
- 8.2 The Agency shall be responsible for maintaining the Test Issue Management Log and for ensuring that its contents accurately represent the current status of each Test Issue at all relevant times. The Agency shall make the Test Issue Management Log available to the Client upon request.
- 8.3 The Client shall confirm the classification of any Test Issue unresolved at the end of a Test in consultation with the Agency. If the Parties are unable to agree the classification of any unresolved Test Issue, the Dispute shall be dealt with in accordance with the Dispute Resolution Procedure using the Expedited Dispute Timetable.

## **9. Test witnessing**

---

- 9.1 The Client may, in its sole discretion, require the attendance at any Test of one or more Test Witnesses selected by the Client, each of whom shall have appropriate skills to fulfil the role of a Test Witness.
- 9.2 The Agency shall give the Test Witnesses access to any documentation and Testing environments reasonably necessary and requested by the Test Witnesses to perform their role as a Test Witness in respect of the relevant Tests.

9.3 The Test Witnesses:

- 9.3.1 shall actively review the Test documentation;
- 9.3.2 will attend and engage in the performance of the Tests on behalf of the Client so as to enable the Client to gain an informed view of whether a Test Issue may be closed or whether the relevant element of the Test should be re-Tested;
- 9.3.3 shall not be involved in the execution of any Test;
- 9.3.4 shall be required to verify that the Agency conducted the Tests in accordance with the Test Success Criteria and the relevant Test Plan and Test Specification;
- 9.3.5 may produce and deliver their own, independent reports on Testing, which may be used by the Client to assess whether the Tests have been Achieved;
- 9.3.6 may raise Test Issues on the Test Issue Management Log in respect of any Testing; and

- 
- 9.4 may require the Agency to demonstrate the modifications made to any defective Deliverable before a Test Issue is closed.
- 

## 10. Auditing the quality of the test

- 10.1 The Client or an agent or contractor appointed by the Client may perform on-going quality audits in respect of any part of the Testing (each a "**Testing Quality Audit**") subject to the provisions set out in the agreed Quality Plan.
- 10.2 The Agency shall allow sufficient time in the Test Plan to ensure that adequate responses to a Testing Quality Audit can be provided.
- 10.3 The Client will give the Agency at least 5 Working Days' written notice of the Client's intention to undertake a Testing Quality Audit.

- 10.4 The Agency shall provide all reasonable necessary assistance and access to all relevant documentation required by the Client to enable it to carry out the Testing Quality Audit.
  - 10.5 If the Testing Quality Audit gives the Client concern in respect of the Testing Procedures or any Test, the Client shall prepare a written report for the Agency detailing its concerns and the Agency shall, within a reasonable timeframe, respond in writing to the Client's report.
  - 10.6 In the event of an inadequate response to the written report from the Agency, the Client (acting reasonably) may withhold a Satisfaction Certificate until the issues in the report have been addressed to the reasonable satisfaction of the Client.
- 

## **11. Outcome of the testing**

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- 11.1 The Client will issue a Satisfaction Certificate when the Goods or Services satisfy the Test Success Criteria in respect of that Test without any Test Issues.
  - 11.2 If the Goods or Services (or any relevant part) do not satisfy the Test Success Criteria then the Client shall notify the Agency and:
- 

- 11.2.1 the Client may issue a Satisfaction Certificate conditional upon the remediation of the Test Issues;
  - 11.2.2 the Client may extend the Test Plan by such reasonable period or periods as the Parties may reasonably agree and require the Agency to rectify the cause of the Test Issue and re-submit the Goods or Services (or the relevant part) to Testing; or
  - 11.2.3 where the failure to satisfy the Test Success Criteria results, or is likely to result, in the failure (in whole or in part) by the Agency to meet a Milestone, then without prejudice to the Client's other rights and remedies, such failure shall constitute a material Default.
-

- 11.3 The Client shall be entitled, without prejudice to any other rights and remedies that it has under this Contract, to recover from the Agency any reasonable additional costs it may incur as a direct result of further review or re-Testing which is required for the Test Success Criteria for that Deliverable to be satisfied.
- 11.4 The Client shall issue a Satisfaction Certificate in respect of a given Milestone as soon as is reasonably practicable following:

- 
- 11.4.1 the issuing by the Client of Satisfaction Certificates and/or conditional Satisfaction Certificates in respect of all Goods or Services related to that Milestone which are due to be Tested; and
- 11.4.2 performance by the Agency to the reasonable satisfaction of the Client of any other tasks identified in the Implementation Plan as associated with that Milestone.

- 
- 11.5 The grant of a Satisfaction Certificate shall entitle the Agency to the receipt of a payment in respect of that Milestone in accordance with the provisions of any Implementation Plan and Clause 4 (Pricing and payments).
- 11.6 If a Milestone is not Achieved, the Client shall promptly issue a report to the Agency setting out the applicable Test Issues and any other reasons for the relevant Milestone not being Achieved.
- 11.7 If there are Test Issues but these do not exceed the Test Issues Threshold, then provided there are no Material Test Issues, the Client shall issue a Satisfaction Certificate.
- 11.8 If there is one or more Material Test Issue(s), the Client shall refuse to issue a Satisfaction Certificate and, without prejudice to the Client's other rights and remedies, such failure shall constitute a material Default.
- 11.9 If there are Test Issues which exceed the Test Issues Threshold but there are no Material Test Issues, the Client may at its discretion (without waiving any rights in relation to the other options) choose to issue a Satisfaction Certificate conditional on the remediation of the

Test Issues in accordance with an agreed Rectification Plan provided that:

---

11.9.1 any Rectification Plan shall be agreed before the issue of a conditional Satisfaction Certificate unless the Client agrees otherwise (in which case the Agency shall submit a Rectification Plan for approval by the Client within 10 Working Days of receipt of the Client's report pursuant to Paragraph 10.5); and

11.9.2 where the Client issues a conditional Satisfaction Certificate, it may (but shall not be obliged to) revise the failed Milestone Date and any subsequent Milestone Date.

## **12. Risk**

12.1 The issue of a Satisfaction Certificate and/or a conditional Satisfaction Certificate shall not:

---

12.1.1 operate to transfer any risk that the relevant Deliverable or Milestone is complete or will meet and/or satisfy the Client's requirements for that Deliverable or Milestone; or

12.1.2 affect the Client's right subsequently to reject all or any element of the Goods or Services and/or any Milestone to which a Satisfaction Certificate relates.

---



## **Annex 1: Test Issues – Severity Levels**

### **1. Severity 1 Error**

---

- 1.1 This is an error that causes non-recoverable conditions, e.g. it is not possible to continue using a Component.

### **2. Severity 2 Error**

- 2.1 This is an error for which, as reasonably determined by the Client, there is no practicable workaround available, and which:

- 
- 2.1.1 causes a Component to become unusable;
  - 2.1.2 causes a lack of functionality, or unexpected functionality, that has an impact on the current Test; or
  - 2.1.3 has an adverse impact on any other Component(s) or any other area of the Goods or Services;

### **3. Severity 3 Error**

---

3.1 This is an error which:

---

- 3.1.1 causes a Component to become unusable;
  - 3.1.2 causes a lack of functionality, or unexpected functionality, but which does not impact on the current Test; or
  - 3.1.3 has an impact on any other Component(s) or any other area of the Goods or Services;
- but for which, as reasonably determined by the Client, there is a practicable workaround available;
- 

### **4. Severity 4 Error**

- 4.1 This is an error which causes incorrect functionality of a Component or process, but for which there is a simple, Component based, workaround, and which has no impact on the current Test, or other areas of the Goods or Services.
-

## **5. Severity 5 Error**

---

- 5.1 This is an error that causes a minor problem, for which no work-around is required, and which has no impact on the current Test, or other areas of the Goods or Services.

## Annex 2: Satisfaction Certificate

---

To: [insert name of Agency]  
From: [insert name of Client]  
[insert Date dd/mm/yyyy]

Dear Sirs,

### Satisfaction Certificate

---

Deliverable/Milestone(s): [Insert relevant description of the agreed Goods or Services/Milestones].

We refer to the agreement ("**Order Contract**") [insert Order Contract reference number] relating to the provision of the [insert description of the Goods or Services] between the [insert Client name] ("**Client**") and [insert Agency name] ("**Agency**") dated [insert Order Start Date dd/mm/yyyy].

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

[We confirm that all the Goods or Services relating to [insert relevant description of Goods or Services/agreed Milestones and/or reference number(s) from the Implementation Plan] have been tested successfully in accordance with the Test Plan [or that a conditional

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Satisfaction Certificate has been issued in respect of those Goods or Services that have not satisfied the relevant Test Success Criteria].

[OR]

[This Satisfaction Certificate is granted on the condition that any Test Issues are remedied in accordance with the Rectification Plan attached to this certificate.]

[You may now issue an invoice in respect of the Milestone Payment associated with this Milestone in accordance with Clause 4 (Pricing and payments)].

Yours faithfully  
[insert Name]  
[insert Position]  
acting on behalf of [insert name of Client]

## **Order Schedule 14 (Service Levels) TBC**

### **1. Definitions**

---

1.1 In this Schedule, the following words shall have the following meanings and they shall supplement Joint Schedule 1 (Definitions):

---

|  |   |
|--|---|
| <b>"Critical Service Level Failure"</b>    | has the meaning given to it in the Order Form;  |
| <hr/>                                      |   |
| <b>"Service Credits"</b>                   | any service credits specified in the Annex to Part A of this Schedule being payable by the Agency to the Client in respect of any failure by the Agency to meet one or more Service Levels; |
| <hr/>                                      |   |
| <b>"Service Credit Cap"</b>                | has the meaning given to it in the Order Form;  |
| <hr/>                                      |   |
| <b>"Service Level Failure"</b>             | means a failure to meet the Service Level Performance Measure in respect of a Service Level;  |
| <hr/>                                      |   |
| <b>"Service Level Performance Measure"</b> | shall be as set out against the relevant Service Level in the Annex to Part A of this Schedule; and   |

---

**"Service Level Threshold"** shall be as set out against the relevant Service Level in the Annex to Part A of this Schedule.

## 2. What happens if you don't meet the Service Levels

- 2.1 The Agency shall at all times provide the Goods or Services to meet or exceed the Service Level Performance Measure for each Service Level.
- 2.2 The Agency acknowledges that any Service Level Failure shall entitle the Client to the rights set out in Part A of this Schedule including the right to any Service Credits and that any Service Credit is a price adjustment and not an estimate of the Loss that may be suffered by the Client as a result of the Agency's failure to meet any Service Level Performance Measure.
- 2.3 The Agency shall send Performance Monitoring Reports to the Client detailing the level of service which was achieved in accordance with the provisions of Part B (Performance Monitoring) of this Schedule.
- 2.4 A Service Credit shall be the Client's exclusive financial remedy for a Service Level Failure except where:

---

2.4.1 the Agency has over the previous (twelve) 12 Month period exceeded the Service Credit Cap; and/or

2.4.2 the Service Level Failure:

- (a) exceeds the relevant Service Level Threshold;
- (b) has arisen due to a Prohibited Act or wilful Default by the Agency;

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- (c) results in the corruption or loss of any Government Data; and/or
  - (d) results in the Client being required to make a compensation payment to one or more third parties; and/or
- 

2.4.3 the Client is otherwise entitled to or does terminate this Contract pursuant to Clause 10.4 (CCS and Client Termination Rights).

2.5 Not more than once in each Contract Year, the Client may, on giving the Agency at least three (3) Months' notice, change the weighting of Service Level Performance Measure in respect of one or more Service Levels and the Agency shall not be entitled to object to, or increase the Charges as a result of such changes, provided that:

---

- 2.5.1 the total number of Service Levels for which the weighting is to be changed does not exceed the number applicable as at the Start Date;
  - 2.5.2 the principal purpose of the change is to reflect changes in the Client's business requirements and/or priorities or to reflect changing industry standards; and
- 

### **3. Critical Service Level Failure**

3.1 On the occurrence of a Critical Service Level Failure



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- 3.1.1 any Service Credits that would otherwise have accrued during the relevant Service Period shall not accrue; and
  - 3.1.2 the Client shall be entitled to withhold and retain as compensation a sum equal to any Charges which would otherwise have been due to the Agency in respect of that Service Period ("**Compensation for Critical Service Level Failure**"),
- provided that the operation of this paragraph 3 shall be without prejudice to the right of the Client to terminate this Contract and/or to claim damages from the Agency for material Default.

## **Part A: Service Levels and Service Credits**

### **1. Service Levels**

---

If the level of performance of the Agency:

1.1 is likely to or fails to meet any Service Level Performance Measure; or

1.2 is likely to cause or causes a Critical Service Failure to occur,

the Agency shall immediately notify the Client in writing and the Client, in its absolute discretion and without limiting any other of its rights, may:

- 1.a.1 require the Agency to immediately take all remedial action that is reasonable to mitigate the impact on the Client and to rectify or prevent a Service Level Failure or Critical Service Level Failure from taking place or recurring;
- 1.a.2 instruct the Agency to comply with the Rectification Plan Process;
- 1.a.3 if a Service Level Failure has occurred, deduct the applicable Service Level Credits payable by the Agency to the Client; and/or
- 1.a.4 if a Critical Service Level Failure has occurred, exercise its right to Compensation for Critical Service Level Failure (including the right to terminate for material Default).

### **2. Service Credits**

---

- 2.1 The Client shall use the Performance Monitoring Reports supplied by the Agency to verify the calculation and accuracy of the Service Credits, if any, applicable to each Service Period.

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- 2.2 Service Credits are a reduction of the amounts payable in respect of the Goods or Services and do not include VAT. The Agency shall set-off the value of any Service Credits against the appropriate invoice in accordance with the calculation formula in the Annex to Part A of this Schedule.
-

## Annex A to Part A: Services Levels and Service Credits Table

| Service Levels                        |                     |                                   |  |
|---------------------------------------|---------------------|-----------------------------------|--|
| Service Level Performance Criterion   | Key Indicator       | Service Level Performance Measure | Service Level Threshold  |
| Accurate and timely billing of Client | Accuracy /Timelines | at least 98% at all times         | 0.5% Service Credit gained for each percentage under the specified Service Level Performance Measure |
| Access to Client support              | Availability        | at least 98% at all times         | 0.5% Service Credit gained for each percentage under the specified Service Level Performance Measure |

The Service Credits shall be calculated on the basis of the following formula:  
Example:

|  |   |   |
|--|---|---|
| Formula: x% (Service Level Performance Measure) - x% (actual Service Level performance)  | = | x% of the Charges payable to the Client as Service Credits to be deducted from the next Invoice payable by the Client   |
| Worked example: 98% (e.g. Service Level Performance Measure requirement for accurate and timely billing Service Level) - 75% (e.g. actual performance achieved against this Service Level in a Service Period) | = | 23% of the Charges payable to the Client as Service Credits to be deducted from the next Invoice payable by the Client] |

## Part B: Performance Monitoring

### 3. Performance Monitoring and Performance Review

3.1 Within twenty (20) Working Days of the Start Date the Agency shall provide the Client 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.

3.2 The Agency shall provide the Client with performance monitoring reports ("**Performance Monitoring Reports**") in accordance with the process and timescales agreed pursuant to paragraph 1.1 of Part B of this Schedule which shall contain, as a minimum, the following information in respect of the relevant Service Period just ended:

- 3.2.1 for each Service Level, the actual performance achieved over the Service Level for the relevant Service Period;
- 3.2.2 a summary of all failures to achieve Service Levels that occurred during that Service Period;
- 3.2.3 details of any Critical Service Level Failures;
- 3.2.4 for any repeat failures, actions taken to resolve the underlying cause and prevent recurrence;
- 3.2.5 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
- 3.2.6 such other details as the Client may reasonably require from time to time.

3.3 The Parties shall attend meetings to discuss Performance Monitoring Reports ("**Performance Review Meetings**") on a Monthly basis. The Performance Review Meetings will be the forum for the review by the Agency and the Client of the Performance Monitoring Reports. The Performance Review Meetings shall:

- 3.3.1 take place within one (1) week of the Performance Monitoring Reports being issued by the Agency at such location and time (within normal business hours) as the Client shall reasonably require;
- 3.3.2 be attended by the Agency's Representative and the Client's Representative; and
- 3.3.3 be fully minuted by the Agency and the minutes will be circulated by the Agency to all attendees at the relevant meeting and also to the Client's Representative and any other recipients agreed at the relevant meeting.

3.4 The minutes of the preceding Month's Performance Review Meeting will be agreed and signed by both the Agency's Representative and the Client's Representative at each meeting.

3.5 The Agency shall provide to the Client such documentation as the Client may reasonably require in order to verify the level of the performance by the Agency for any specified Service Period.

#### **4. Satisfaction Surveys**

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- 4.1 The Client may undertake satisfaction surveys in respect of the Agency's provision of the Goods or Services. The Client shall be entitled to notify the Agency of any aspects of their performance of the provision of the Goods or Services which the responses to the Satisfaction Surveys reasonably suggest are not in accordance with this Contract.
-

## Order Schedule 15 (Order Contract Management)

### 1. Definitions

---

- 1.1. In this Schedule, the following words shall have the following meanings and they shall supplement Joint Schedule 1 (Definitions):

|                           |  |
|---------------------------|--|
| <b>"Contract Manager"</b> | the manager appointed in accordance with paragraph 2.1 of this Schedule; |
|---------------------------|--|

### 2. Managing the contract

---

- 2.1. The Agency and the Client shall each appoint a Contract Manager for the purposes of this Contract through whom the provision of the Goods or Services shall be managed day-to-day.
- 2.2. The Parties shall ensure that appropriate resource and expertise is made available to deliver the aims, objectives and specific provisions of the Contract. The Client will give the Agency instructions as to its requirements for the Goods or Services. These will be included in a Statement of Work and may include start and end dates for each stage of the proposed Goods or Services.
- 2.3. During the Contract Period, the Agency will:

- 2.3.1. keep the Client fully informed as to the progress and status of all Goods or Services, by preparing and submitting written reports at such intervals and in such format as is agreed by the Parties; and
- 2.3.2. promptly inform the Client of any actual or anticipated problems relating to provision of the Goods or Services. Receipt of communication from the Agency by the Client does not absolve the Agency from its



responsibilities, obligations or liabilities under the Contract.

- 2.4. During the Contract Period, the Parties' respective Contract Managers will arrange and attend meetings to review the status and progress of the Goods or Services and to seek to resolve any issues that have arisen. These meetings will be held at locations and intervals as agreed by the Parties.
- 2.5. Unless otherwise agreed in the Statement of Work, the Agency will produce contact reports providing each Party with a written record of matters of substance discussed at meetings or in telephone conversations between the parties within 3 Working Days of such discussions. If the Client does not question any of the subject matter of a contact report within 7 Working Days of its receipt, it will be taken to be a correct record of the meeting or telephone conversation.

---

### **3. 3. Approvals and Authority**

- 3.1. For the purposes of this Order Schedule 15, any reference to Client Approval means written approval in one of the following ways:

- 3.1.1. the Client issuing a purchase order bearing the signature of an Authorised Client Approver;
- 3.1.2. email from the individual business email address of an Authorised Client Approver; or
- 3.1.3. the signature of an Authorised Client Approver on the Agency's documentation.

3.2. The Agency will seek the Client's prior Approval of:

- 3.2.1. any estimates or quotations for any costs to be paid by the Client that are not agreed in a Statement of Work; and
- 3.2.2. any creative treatments, including but not limited to scripts, messaging, storyboards, copy, layouts, design, artwork, or proposed marketing activity.

- 3.3. The Agency will seek the Client's prior Approval of any draft Goods or Services. The Client's Approval will be the Agency's authority to proceed with the use of the relevant Goods or Services.
- 3.4. If the Client does not approve of any matter requiring Approval, it must notify the Agency of its reasons for disapproval within 14 days of the Agency's request.
- 3.5. If the Client delays approving or notifying the Agency as to its disapproval, the Agency will not be liable for any resulting delays or adverse impact caused to the delivery of the Statement of Work.

#### **4. Monitoring Campaign Performance**

- 4.1. The Agency agrees to provide access to data and support for Audits undertaken by the Client and its Auditors under the CRTPA relating to campaign performance under the Contract during and after campaigns.
- 4.2. The Agency will fully comply with all remote access requests.
- 4.3. The Auditor may share data with relevant key stakeholders as necessary to complete the work. Where the Client carries out an Audit it will own the resulting report and may share non-sensitive outcomes as appropriate.
- 4.4. The Agency and the Client will agree a plan to address Audit findings to optimise campaign performance.

## **5. Contract Risk Management**

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- 5.1. Both Parties will proactively manage risks attributed to them under the terms of this Contract.
- 5.2. The Agency will develop, operate, maintain and amend, as agreed with the Client, processes for:

- 5.2.1. the identification and management of risks;
  - 5.2.2. the identification and management of issues; and
  - 5.2.3. monitoring and controlling project plans.
- 

## **6. International Work**

- 6.1. The management and process for Client billing under Statements of Work including international work is to be agreed prior to the commencement of the Statement of Work and set out in the Statement of Work or Letter of Appointment.
-

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**Annex: Contract Boards – NOT APPLICABLE**

The Parties agree to operate the following boards at the locations and at the frequencies set out below:

## Order Schedule 16 (Benchmarking)

### 1. DEFINITIONS

- 1.1 In this Schedule, the following expressions shall have the following meanings:

|                           |   |
|---------------------------|---|
| <b>"Benchmark Review"</b> | a review of the Goods or Services carried out in accordance with this Schedule to determine whether those Goods or Services represent Good Value; |
|---------------------------|---|

|  |  |
|--|--|
| <b>"Benchmarked Goods or Services"</b> | any Goods or Services included within the scope of a Benchmark Review pursuant to this Schedule; |
|--|--|

|                           |   |
|---------------------------|---|
| <b>"Comparable Rates"</b> | the Charges for Comparable Goods or Services; |
|---------------------------|---|

|                                       |   |
|---------------------------------------|---|
| <b>"Comparable Goods or Services"</b> | deliverables that are identical or materially similar to the Benchmarked Goods or Services (including in terms of scope, specification, volume and quality of performance) provided that if no identical or materially similar Goods or Services exist in the market, the Agency shall propose an |
|---------------------------------------|---|

approach for developing a comparable Goods or Services benchmark;

---

**"Comparison Group"**

a sample group of organisations providing Comparable Goods or Services which consists of organisations which are either of similar size to the Agency or which are similarly structured in terms of their business and their service offering so as to be fair comparators with the Agency or which, are best practice organisations;

---

**"Equivalent Data"**

---

data derived from an analysis of the Comparable Rates and/or the Comparable Goods or Services (as applicable) provided by the Comparison Group;

**"Good Value"**

---

that the Benchmarked Rates are within the Upper Quartile; and

**"Upper Quartile"**

---

in respect of Benchmarked Rates, that based on an analysis of Equivalent Data, the Benchmarked Rates, as compared to the range of prices for Comparable Goods or Services, are within the top 25% in terms of best value for money for the recipients of Comparable Goods or Services.

## **2. When you should use this Schedule**

---

- 2.1 The Agency acknowledges that the Client wishes to ensure that the Goods or Services represent value for money to the taxpayer throughout the Contract Period.
  - 2.2 This Schedule sets to ensure the Contracts represent value for money throughout and that the Client may terminate the Contract by issuing a Termination Notice to the Agency if the Agency refuses or fails to comply with its obligations as set out in Paragraphs 3 of this Schedule.
  - 2.3 Amounts payable under this Schedule shall not fall with the definition of a Cost.
- 

## **3. Benchmarking**

### **3.1 How benchmarking works**

- 3.1.1 The Client and the Agency recognise that, where specified in DPS Schedule 4 (DPS Management), the Client may give CCS the right to enforce the Client's rights under this Schedule.
- 3.1.2 The Client may, by written notice to the Agency, require a Benchmark Review of any or all of the Goods or Services.
- 3.1.3 The Client shall not be entitled to request a Benchmark Review during the first six (6) Month period from the Contract Commencement Date or at intervals of less than twelve (12) Months after any previous Benchmark Review.
- 3.1.4 The purpose of a Benchmark Review will be to establish whether the Benchmarked Goods or Services are, individually and/or as a whole, Good Value.

- 3.1.5 The Goods or Services that are to be the Benchmarked Goods or Services will be identified by the Client in writing.
- 3.1.6 Upon its request for a Benchmark Review the Client shall nominate a benchmarker. The Agency must approve the nomination within ten (10) Working Days unless the Agency provides a reasonable explanation for rejecting the appointment. If the appointment is rejected then the Client may propose an alternative benchmarker. If the Parties cannot agree the appointment within twenty (20) days of the initial request for Benchmark review then a benchmarker shall be selected by the Chartered Institute of Financial Accountants.
- 3.1.7 The cost of a benchmarker shall be borne by the Client (provided that each Party shall bear its own internal costs of the Benchmark Review) except where the Benchmark Review demonstrates that the Benchmarked Service and/or the Benchmarked Goods or Services are not Good Value, in which case the Parties shall share the cost of the benchmarker in such proportions as the Parties agree (acting reasonably). Invoices by the benchmarker shall be raised against the Agency and the relevant portion shall be reimbursed by the Client.

## **3.2 Benchmarking Process**

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- 3.2.1 The benchmarker shall produce and send to the Client, for Approval, a draft plan for the Benchmark Review which must include:

- (a) a proposed cost and timetable for the Benchmark Review;

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- (b) a description of the benchmarking methodology to be used which must demonstrate that the methodology to be used is capable of fulfilling the benchmarking purpose; and



- (c) a description of how the benchmarker will scope and identify the Comparison Group.
- 
- 3.2.2 The benchmarker, acting reasonably, shall be entitled to use any model to determine the achievement of value for money and to carry out the benchmarking.
  - 3.2.3 The Client must give notice in writing to the Agency within ten (10) Working Days after receiving the draft plan, advising the benchmarker and the Agency whether it Approves the draft plan, or, if it does not approve the draft plan, suggesting amendments to that plan (which must be reasonable). If amendments are suggested then the benchmarker must produce an amended draft plan and this Paragraph 3.2.3 shall apply to any amended draft plan.
  - 3.2.4 Once both Parties have approved the draft plan then they will notify the benchmarker. No Party may unreasonably withhold or delay its Approval of the draft plan.
  - 3.2.5 Once it has received the Approval of the draft plan, the benchmarker shall:

- 
- (a) finalise the Comparison Group and collect data relating to Comparable Rates. The selection of the Comparable Rates (both in terms of number and identity) shall be a matter for the Agency's professional judgment using:

- (i) market intelligence;
  - (ii) the benchmarker's own data and experience;
  - (iii) relevant published information; and
  - (iv) pursuant to Paragraph 3.2.7 below, information from other suppliers or purchasers on Comparable Rates;
-

- (b) by applying the adjustment factors listed in Paragraph 3.2.7 and from an analysis of the Comparable Rates, derive the Equivalent Data;
  - (c) using the Equivalent Data, calculate the Upper Quartile;
  - (d) determine whether or not each Benchmarked Rate is, and/or the Benchmarked Rates as a whole are, Good Value.
- 3.2.6 The Agency shall use all reasonable endeavours and act in good faith to supply information required by the benchmarker in order to undertake the benchmarking. The Agency agrees to use its reasonable endeavours to obtain information from other suppliers or purchasers on Comparable Rates.
- 3.2.7 In carrying out the benchmarking analysis the benchmarker may have regard to the following matters when performing a comparative assessment of the Benchmarked Rates and the Comparable Rates in order to derive Equivalent Data:

- (a) the contractual terms and business environment under which the Comparable Rates are being provided (including the scale and geographical spread of the customers);
- (b) exchange rates;
- (c) any other factors reasonably identified by the Agency, which, if not taken into consideration, could unfairly cause the Agency's pricing to appear non-competitive.

---

### 3.3 Benchmarking Report

- 3.3.1 For the purposes of this Schedule "**Benchmarking Report**" shall mean the report produced by the benchmarker following the Benchmark Review and as further described in this Schedule;

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3.3.2 The benchmarker shall prepare a Benchmarking Report and deliver it to the Client, at the time specified in the plan Approved pursuant to Paragraph 3.2.3, setting out its findings. Those findings shall be required to:

- 
- (a) include a finding as to whether or not a Benchmarked Service and/or whether the Benchmarked Goods or Services as a whole are, Good Value;
  - (b) if any of the Benchmarked Goods or Services are, individually or as a whole, not Good Value, specify the changes that would be required to make that Benchmarked Service or the Benchmarked Goods or Services as a whole Good Value; and
  - (c) include sufficient detail and transparency so that the Party requesting the Benchmarking can interpret and understand how the Agency has calculated whether or not the Benchmarked Goods or Services are, individually or as a whole, Good Value.

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- 3.3.3 The Parties agree that any changes required to this Contract identified in the Benchmarking Report shall be implemented at the direction of the Client in accordance with Clause 24 (Changing the contract).

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**Annex 1 – Relevant Convictions**

None

## Order Schedule 20 (Brief) –

This Schedule sets out the characteristics of the Goods or Services that the Agency will be required to make available to the Client under this Order Contract

### 1. Executive Summary

The Care Quality Commission (CQC) is the independent regulator of health and social care in England. CQC make sure health and social care services provide people with safe, effective, compassionate, high-quality care and we encourage care services to improve. We do this by registering, monitoring, inspection and rating, enforcement and using our independent voice.

In June 2023 we published [a new Public Engagement strategy](#) for how we will engage with the public and with organisations that represent people. Our new strategy supports our [CQC strategy published in 2021](#) and sets out how we will listen, inform and involve people who use services and work in partnership with the organisations that represent people. Tackling inequalities in health and care is a core ambition of CQC's organisational strategy, and our equality objectives for 2021 to 2025 recognise the need to focus on the quality of care for people who are most likely to have poor experience or outcomes from care.

CQC run public behaviour change campaigns to drive more people to share their feedback on care experiences. People's experiences of care are fundamental to understanding care quality and improving services across the NHS, independent healthcare and social care services. Read more about previous CQC and Healthwatch campaigns <https://www.cqc.org.uk/get-involved/share-your-experience/because-we-all-care>

A key element of campaign delivery is through paid for digital advertising, driving people to complete our online [Give Feedback on Care](#) webform to share care experiences.

CQC also has a substantial organic social media following supported by people, NHS and social care providers, key stakeholders including trade associations and the voluntary and community sector representing people who use services.

### 2. The Requirement

We want to work with a supplier to deliver digital advertising across Meta (Facebook and Instagram) and Google PPC in support of our public behaviour change campaign to drive more people to share their experiences of care.

The audiences we want to target through digital advertising are:

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- Autistic people
- People with a learning disability
- Disabled people with physical impairments
- Disabled people with sensory impairments
- People from across all ethnic minority groups, including white non-British
- People in low-income households

The primary outcome measure for our activity is the quantity of feedback about care experiences received and the proportion of feedback from specific target audiences (as above). The capture mechanism is <https://www.cqc.org.uk/give-feedback-on-care> CQC's online feedback form. People can also share experiences of care shared directly with CQC through telephone, email.

We want a supplier to develop proposals for digital advertising approach and lead implementation. We expect this to include split testing of messaging (e.g. volume of clicks Cost per click) with the expectation that adjustments to content and channel can be made based on what we learn as we go. We'd look for an iterative approach to be taken and changes to be made based on weekly monitoring to ensure the most effective spend.

The supplier will run an intensive paid social media campaign for the first quarter of 2024, which features a series of tailored ads for each audience group to ensure differentiation and reflect targeted messaging and visuals. The supplier will apply learning and optimise ads throughout the start of the year.

We appreciate social media platforms are limiting targeting options to directly target individuals based on health issues, income or ethnicity, so would look to the supplier to suggest how we reach these groups through key words and targeting. We expect to be guided by the supplier to take and test the most effective approach to spend resource across platforms.

The supplier will deliver a social media strategy and campaign for May 2024 – March 2025. This will include tailored ads and keywords for each target audience. We will share our own assets – a mix of static and light animation. However, we would look to work with the successful supplier to advise us on any improvements to our existing assets to best engage our target audiences.

### 3. Cost Envelope

| Cost Envelope                                     |
|---|
| £75,000 (Inc VAT), £62,500 (Ex VAT) initial term. |

### 4. Duration of Contract

| Start Date   | End Date      | Extension Options (If Applicable) |
|--------------|---------------|-----------------------------------|
| 01 June 2024 | 31 March 2025 | Up to 12 months                   |

### 5. Authority Responsibilities

- Appoint a CQC representative within the CQC Engagement team to act as the contract manager who will be the main point of contact for the supplier.

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- Share with the supplier all relevant information in relation to our work.
- Attend contract management and service delivery meetings – the expectation is there will be regular communications, virtual meetings and emails to check in on progress and work through any questions.
- Ensure payments are made promptly and in line with the contract.

### 6. Supplier Responsibilities

The supplier shall:

- Appoint a contract and/or a programme manager to oversee the work and liaise with/report as required to CQC's project lead.
- Agree the nature and frequency of meetings required with CQC.
- Perform quality assurance on all aspects of the work.
- Provide CQC with updates on costs and progress as required.
- Provide expertise and guidance regarding audience insight.
- Attend a post contract review with CQC to review whether the objectives of the contract were met, to review the benefits achieved and to identify any lessons learnt for future projects.

### 7. Contract Management Arrangements

There will be a clear programme plan with deliverables which will be monitored by CQC and the supplier.

Additionally, the supplier will be expected to:

- Communicate and meet (e.g. online) with CQC as agreed.
- Work within agreed key performance indicators relating to quality, delivery of products and levels of service.
- Provide reports on progress to the contract manager / programme manager.
- Attend a post contract review with the CQC to review whether the objectives of the contract were met, to review the benefits achieved; and
- Identify any lessons learnt for future programmes.

### 8. Key Performance Indicators (KPIs)

| Indicator   | Measured by                        | Target  | Review Frequency              |
|---|------------------------------------|---|-------------------------------|
| Proposals for digital advertising approach and lead implementation. |                                    | Within 1-2 weeks of contract award  | By date detailed under Target |
| Meta – Facebook   | Volume of clicks<br>Cost per click | Volume of clicks (30k clicks for each £10k spend)<br><br>Cost per click (£0.33) | Weekly performance reporting  |
| Google Ads  | Volume of clicks<br>Cost per click | Volume of clicks (10.5k clicks for each £5k spend)                              | Weekly performance reporting  |



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|  |  |                           |  |
|--|--|---------------------------|--|
|  |  | Cost per click<br>(£0.47) |  |
|--|--|---------------------------|--|

## 9. Milestones

The table below sets out a proposed timetable of activity. Please note that this is intended as a guide and is subject to change to ensure the greatest alignment with our transformational change programme. We will work with the successful supplier upon commencement of the contract to agree the programme for delivery.

| Description  | Target Date                                 | Action to Achieve Milestone   | Review Date |
|--|---|---|-------------|
| Initial meeting introduction CQC and agency                                    | Within 7 days of the contract being awarded | Set up meeting  |             |
| Weekly monitoring reports use to measure effectiveness (when activity is 'on') | June 2024 through to March 2025             | Meetings/emails as most appropriate to offer assurance the work is progressing in line with expectations.<br><br>Reporting must be learning-led: establish key facts about performance, comparing where possible to similar events, but lead with any key insight that can help improve our social performance further. |             |
| Year-end activity evaluation   | March/ April 2025                           |   |             |
| Accessible Word Evaluation   | April 2025                                  |   |             |
| Summary PPT  |   |   |             |

## 10. Skills and Knowledge Transfer

N/A apart from all insight to be referenced.

## Joint Schedule 1 (Definitions)

- 1.1 In each Contract, unless the context otherwise requires, capitalised expressions shall have the meanings set out in this Joint Schedule 1 (Definitions) or the relevant Schedule in which that capitalised expression appears.
- 1.2 If a capitalised expression does not have an interpretation in this Schedule or any other Schedule, it shall, in the first instance, be interpreted in accordance with the common interpretation within the relevant market sector/industry where appropriate. Otherwise, it shall be interpreted in accordance with the dictionary meaning.
- 1.3 In each Contract, unless the context otherwise requires:

- 1.3.1 the singular includes the plural and vice versa;
- 1.3.2 reference to a gender includes the other gender and the neuter;
- 1.3.3 references to a person include an individual, company, body corporate, corporation, unincorporated association, firm, partnership or other legal entity or Central Government Body;
- 1.3.4 a reference to any Law includes a reference to that Law as amended, extended, consolidated or re-enacted from time to time;
- 1.3.5 the words "**including**", "**other**", "**in particular**", "**for example**" and similar words shall not limit the generality of the preceding words and shall be construed as if they were immediately followed by the words "**without limitation**";
- 1.3.6 references to "**writing**" include typing, printing, lithography, photography, display on a screen, electronic and facsimile transmission and other modes of representing or reproducing words in a visible form, and expressions referring to writing shall be construed accordingly;
- 1.3.7 references to "**representations**" shall be construed as references to present facts, to "**warranties**" as references to present and future facts and to "**undertakings**" as references to obligations under the Contract;
- 1.3.8 references to "**Clauses**" and "**Schedules**" are, unless otherwise provided, references to the clauses and schedules of the Core Terms and references in any Schedule to parts, paragraphs, annexes and tables are, unless otherwise provided, references to the parts, paragraphs, annexes and tables of the Schedule in which these references appear;

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- 1.3.9 references to "**Paragraphs**" are, unless otherwise provided, references to the paragraph of the appropriate Schedules unless otherwise provided;
- 1.3.10 references to a series of Clauses or Paragraphs shall be inclusive of the clause numbers specified;
- 1.3.11 the headings in each Contract are for ease of reference only and shall not affect the interpretation or construction of a Contract;
- 1.3.12 where the Client is a Central Government Body it shall be treated as contracting with the Crown as a whole;
- 1.3.13 any reference in a Contract which immediately before Exit Day was a reference to (as it has effect from time to time):

- (a) any EU regulation, EU decision, EU tertiary legislation or provision of the EEA agreement ("**EU References**") which is to form part of domestic law by application of section 3 of the European Union (Withdrawal) Act 2018 shall be read on and after Exit Day as a reference to the EU References as they form part of domestic law by virtue of section 3 of the European Union (Withdrawal) Act 2018 as modified by domestic law from time to time; and
- (b) any EU institution or EU authority or other such EU body shall be read on and after Exit Day as a reference to the UK institution, authority or body to which its functions were transferred;

- 1.3.14 unless otherwise provided, references to "**Buyer**" or "**Client**" shall be construed as including Exempt Buyers; and
- 1.3.15 unless otherwise provided, references to "**Order Contract**" and "**Contract**" shall be construed as including Exempt Order Contracts.

1.4 In each Contract, unless the context otherwise requires, the following words shall have the following meanings:

|                                  |   |
|----------------------------------|---|
| <b>"Achieve"</b>                 | in respect of a Test, to successfully pass such Test without any Test Issues and in respect of a Milestone, the issue of a Satisfaction Certificate in respect of that Milestone and <b>"Achieved"</b> , <b>"Achieving"</b> and <b>"Achievement"</b> shall be construed accordingly;  |
| <b>"Additional Insurances"</b>   | insurance requirements relating to an Order Contract specified in the Order Form additional to those outlined in Joint Schedule 3 (Insurance Requirements);   |
| <b>"Admin Fee"</b>               | means the costs incurred by CCS in dealing with MI Failures calculated in accordance with the tariff of administration charges published by the CCS on: <a href="http://CCS.cabinetoffice.gov.uk/i-am-supplier/management-information/admin-fees">http://CCS.cabinetoffice.gov.uk/i-am-supplier/management-information/admin-fees</a> ; |
|                                  |   |
| <b>"Advertising Regulations"</b> | a present or future applicable code of practice or adjudication of the Committee of Advertising Practice, Broadcast Committee of Advertising Practice or the Advertising Standards Authority (including any applicable modification, extension or replacement   |

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|  |   |
|--|---|
|  | thereof), together with other UK laws, statutes and regulations which are directly applicable to the Goods or Services;   |
|  |   |
| <b>"Affected Party"</b>                    | the Party seeking to claim relief in respect of a Force Majeure Event;  |
|  |   |
| <b>"Affiliates"</b>                        | 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;  |
|  |   |
| <b>"Agency"</b>                            | the person, firm or company identified in the DPS Appointment Form;   |
|  |   |
| <b>"Agency Assets"</b>                     | all assets and rights used by the Agency to provide the Goods or Services in accordance with the Order Contract but excluding the Client Assets;  |
|  |   |
| <b>"Agency Authorised Representative"</b>  | the representative appointed by the Agency named in the DPS Appointment Form, or later defined in a Order Contract;   |
|  |   |
| <b>"Agency's Confidential Information"</b> | any information, however it is conveyed, that relates to the business, affairs, developments, IPR of the Agency (including the Agency Existing IPR) trade secrets, Know-How, and/or personnel of the Agency;<br>any other information clearly designated as being confidential (whether or not it is marked as "confidential") or which ought |

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|  |   |
|--|---|
|  | <p>reasonably to be considered to be confidential and which comes (or has come) to the Agency's attention or into the Agency's possession in connection with a Contract;</p> <p>Information derived from any of (a) and (b) above;</p>  |
| <p><b>"Agency's Contract Manager"</b></p> <p><b>"Agency Equipment"</b></p> | <p>the person identified in the Order Form appointed by the Agency to oversee the operation of the Order Contract and any alternative person whom the Agency intends to appoint to the role, provided that the Agency informs the Client prior to the appointment;</p> <p>The Agency's hardware, computer and telecoms devices, equipment, plant, materials and such other items supplied and used by the Agency (but not hired, leased or loaned from the Client) in the performance of its obligations under this Order Contract;</p> |
| <b>"Agency Marketing Contact"</b>  | shall be the person identified in the DPS Appointment Form;   |
| <b>"Agency Non-Performance"</b>  | <p>where the Agency has failed to:</p> <p>Achieve a Milestone by its Milestone Date;</p>  |

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|                               |  |
|-------------------------------|--|
|                               | provide the Service and/or Goods in accordance with the Service Levels; and/or   |
|                               | comply with an obligation under a Contract;  |
| <b>"Agency Profit"</b>        | in relation to a period, the difference between the total Charges (in nominal cash flow terms but excluding any Deductions and total Costs (in nominal cash flow terms) in respect of an Order Contract for the relevant period;   |
| <b>"Agency Profit Margin"</b> | in relation to a period or a Milestone (as the context requires), the Agency Profit for the relevant period or in relation to the relevant Milestone divided by the total Charges over the same period or in relation to the relevant Milestone and expressed as a percentage; |
| <b>"Agency Staff"</b>         | all directors, officers, employees, agents, consultants and contractors of the Agency and/or of any Subcontractor engaged in the performance of the Agency's obligations under a Contract;   |
| <b>"Approval"</b>             | the prior written consent of the Client and <b>"Approve"</b> and <b>"Approved"</b> shall be construed accordingly;   |
| <b>"Audit"</b>                | the Relevant Authority's right to:   |

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|  |   |
|--|---|
|  | <p>verify the accuracy of the Charges and any other amounts payable by a Client under an Order Contract (including proposed or actual variations to them in accordance with the Contract);</p> <p>verify the costs of the Agency (including the costs of all Subcontractors and any third-party suppliers) in connection with the provision of the Services;</p> <p>verify the Open Book Data;</p> <p>verify the Client's and each Subcontractor's compliance with the Contract and applicable Law;</p> <p>identify or investigate actual or suspected breach of Clauses 27 to 33 and/or Joint Schedule 5 (Corporate Social Responsibility), impropriety or accounting mistakes or any breach or threatened breach of security and in these circumstances the Relevant Authority shall have no obligation to inform the Agency of the purpose or objective of its investigations;</p> <p>identify or investigate any circumstances which may impact upon the financial stability of the Agency, , and/or any Subcontractors or their ability to provide the Goods or Services;</p> <p>obtain such information as is necessary to fulfil the Relevant Authority's obligations to supply information for parliamentary, ministerial, judicial or administrative purposes including the supply of information to the Comptroller and Auditor General;</p> <p>review any books of account and the internal contract management accounts kept by the Agency in connection with each Contract including job or activity level accounts and reconciliations of estimated to actual Charges and costs (including the costs of all Subcontractors, any third-party suppliers, any group or associated companies and any travel and subsistence costs recharged by the Agency);</p> <p>carry out the Relevant Authority's internal and statutory audits and to prepare, examine and/or certify the Relevant Authority's annual and interim reports and accounts;</p> <p>enable the National Audit Office to carry out an examination pursuant to Section 6(1) of the National Audit Act 1983 of the economy, efficiency and effectiveness with which the Relevant Authority has used its resources;</p> <p>monitor the performance of a Statement of Work against its objectives; or</p> <p>verify the accuracy and completeness of any Management Information delivered or required by the DPS Contract;</p> |
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**DPS Schedule 6 (Letter of Appointment and Order Schedules)**  
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| <b>"Auditor"</b>                    | <p>the Relevant Authority's internal and external auditors;</p> <p>the Relevant Authority's statutory or regulatory auditors;</p> <p>the Comptroller and Auditor General, their staff and/or any appointed representatives of the National Audit Office;</p> <p>HM Treasury or the Cabinet Office or GCS;</p> <p>any party formally appointed by the Relevant Authority to carry out audit or similar review functions; and</p> <p>successors or assigns of any of the above;</p> |
| <b>"Authorised Client Approver"</b> | any personnel of the Client who have the authority to contractually bind the Buyer in all matters relating to an Order Contract. They must be named in the applicable Statement of Work, and the Agency must be notified if they change;  |
| <b>"Authorised Agency Approver"</b> | any personnel of the Agency who have the authority to contractually bind the Agency in all matters relating to an Order Contract. They must be named in the applicable Statement of Work, and the Buyer must be notified if they change;  |
| <b>"Authority"</b>                  | CCS and each Client;  |
| <b>"Authority Cause"</b>            | any breach of the obligations of the Relevant Authority or any other default, act, omission, negligence or statement of the Relevant Authority, of its employees, servants, agents in connection with or in   |

**DPS Schedule 6 (Letter of Appointment and Order Schedules)**

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|                            | relation to the subject-matter of the Contract and in respect of which the Relevant Authority is liable to the Agency;   |
|                            |  |
| <b>"BACS"</b>              | the Bankers' Automated Clearing Services, which is a scheme for the electronic processing of financial transactions within the United Kingdom;   |
|                            |  |
| <b>"Beneficiary"</b>       | a Party having (or claiming to have) the benefit of an indemnity under this Contract;  |
|                            |  |
| <b>"Branding Guidance"</b> | the agency marketing toolkit which includes logos and guidance provided by CCS to the Agency;  |
|                            |  |
| <b>"Brief"</b>             | a statement issued by the Client detailing its requirements in respect of Goods or Services issued in accordance with the Order Procedure and included as Order Schedule 20 (Order Specification); |
|                            |  |
| <b>"Buyer"</b>             | means the Client;  |
|                            |  |
| <b>"CCS"</b>               | the Minister for the Cabinet Office as represented by Crown Commercial Service, which is an executive agency and operates as   |
|                            |  |

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|  | a trading fund of the Cabinet Office, whose offices are located at 9th Floor, The Capital, Old Hall Street, Liverpool L3 9PP;  |
| <b>"CCS Authorised Representative"</b> | the representative appointed by CCS from time to time in relation to the DPS Contract initially identified in the DPS Appointment Form;  |
| <b>"Central Government Body"</b>       | a body listed in one of the following sub-categories of the Central Government classification of the Public Sector Classification Guide, as published and amended from time to time by the Office for National Statistics: |
|  | Government Department;<br>Non-Departmental Public Body or Assembly Sponsored Public Body (advisory, executive, or tribunal);<br>Non-Ministerial Department; or<br>Executive Agency;  |
| <b>"Change in Law"</b>                 | any change in Law which impacts on the supply of the Goods or Services and performance of the Contract which comes into force after the Start Date;  |
| <b>"Change of Control"</b>             | a change of control within the meaning of Section 450 of the Corporation Tax Act 2010;   |

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| <b>"Charges"</b>                          | the prices (exclusive of any applicable VAT), payable to the Agency by the Client under the Order Contract, as set out in the Order Form, for the full and proper performance by the Agency of its obligations under the Order Contract less any Deductions and the GCS Management Charge;                      |
| <b>"Claim"</b>                            | any claim which it appears that a Beneficiary is, or may become, entitled to indemnification under this Contract;   |
| <b>"Client"</b>                           | the relevant public sector purchaser identified as such in the Order Form;  |
| <b>"Client Assets"</b>                    | the Client's infrastructure, data, software, materials, assets, equipment or other property owned by and/or licensed or leased to the Client and which is or may be used in connection with the provision of the Goods or Services which remain the property of the Client throughout the term of the Contract; |
| <b>"Client Authorised Representative"</b> | the representative appointed by the Client from time to time in relation to the Order Contract initially identified in the Order Form;  |
| <b>"Client Premises"</b>                  | premises owned, controlled or occupied by the Client which are made available for use by the Agency or its Subcontractors for the provision of the Goods or Services (or any of them);  |

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| <b>"Commercially Sensitive Information"</b> | the Confidential Information listed in the DPS Award Form or Order Form (if any) comprising of commercially sensitive information relating to the Agency, its IPR or its business or which the Agency has indicated to the Authority that, if disclosed by the Authority, would cause the Agency significant commercial disadvantage or material financial loss;   |
| <b>"Comparable Supply"</b>                  | the supply of Goods or Services to another Client of the Agency that are the same or similar to the Goods or Services;   |
| <b>"Compliance Officer"</b>                 | the person(s) appointed by the Agency who is responsible for ensuring that the Agency complies with its legal obligations;   |
| <b>"Confidential Information"</b>           | means any information, however and whenever it is conveyed, that relates to the business, affairs, developments, trade secrets, Briefs, Know-How, personnel and suppliers of CCS, the Client or the Agency, 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 " <b>confidential</b> ") or which ought reasonably to be considered to be confidential; |

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| <b>"Conflict of Interest"</b> | a conflict between the financial or personal duties of the Agency or the Agency Staff and the duties owed to CCS or any Client under a Contract, in the reasonable opinion of the Client or CCS; |
|                               |  |
| <b>"Contract"</b>             | either the DPS Contract or the Order Contract, as the context requires;  |
|                               |  |
| <b>"Contract Period"</b>      | the term of either a DPS Contract or Order Contract on and from the earlier of the:<br>a) applicable Start Date; or<br>b) the Effective Date<br>up to and including the applicable End Date;     |
|                               |  |
| <b>"Contract Value"</b>       | the higher of the actual or expected total Charges paid or payable under a Contract where all obligations are met by the Agency;   |
|                               |  |
| <b>"Contract Year"</b>        | a consecutive period of twelve (12) Months commencing on the Start Date or each anniversary thereof;   |
|                               |  |
| <b>"Control"</b>              | control in either of the senses defined in sections 450 and 1124 of the Corporation Tax Act 2010 and <b>"Controlled"</b> shall be construed accordingly;   |
|                               |  |

**DPS Schedule 6 (Letter of Appointment and Order Schedules)**  
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| <b>"Controller"</b> | has the meaning given to it in the UK GDPR;  |
| <b>"Core Terms"</b> | CCS' terms and conditions for common goods and services which govern how Agencies must interact with CCS and Clients under DPS Contracts and Order Contracts;  |
|                     |  |
| <b>"Costs"</b>      | the following costs (without double recovery) to the extent that they are reasonably and properly incurred by the Agency in providing the Goods or Services:   |
|                     | the cost to the Agency or the Key Subcontractor (as the context requires), calculated per Work Day, of engaging the Agency Staff, including:   |
|                     | base salary paid to the Agency Staff;<br>employer's National Insurance contributions;<br>pension contributions;<br>car allowances;<br>any other contractual employment benefits;<br>staff training;<br>work place accommodation; |

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|  | <p>work place IT equipment and tools reasonably necessary to provide the Goods or Services (but not including items included within limb (b) below); and</p> <p>reasonable recruitment costs, as agreed with the Client;</p> <p>costs incurred in respect of Agency Assets which would be treated as capital costs according to generally accepted accounting principles within the UK, which shall include the cost to be charged in respect of Agency Assets by the Agency to the Client or (to the extent that risk and title in any Agency Asset is not held by the Agency) any cost actually incurred by the Agency in respect of those Agency Assets;</p> <p>operational costs which are not included within (a) or (b) above, to the extent that such costs are necessary and properly incurred by the Agency in the provision of the Goods or Services; and</p> <p>Reimbursable Expenses to the extent these have been specified as allowable in the Order Form and are incurred in delivering any Goods or Services;</p> <p>but excluding:</p> <p>Overhead;</p> <p>financing or similar costs;</p> <p>maintenance and support costs to the extent that these relate to maintenance and/or support Goods or Services provided beyond the Order Contract Period whether in relation to Agency Assets or otherwise;</p> <p>taxation;</p> |
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**DPS Schedule 6 (Letter of Appointment and Order Schedules)**  
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|  | <p>finances and penalties;</p> <p>amounts payable under Order Schedule 16 (Benchmarking) where such Schedule is used; and</p> <p>non-cash items (including depreciation, amortisation, impairments and movements in provisions);</p> |
| <b>"CRTPA"</b>                             | the Contract Rights of Third Parties Act 1999;   |
| <b>"Data Protection Impact Assessment"</b> | an assessment by the Controller of the impact of the envisaged Processing on the protection of Personal Data;  |
| <b>"Data Protection Legislation"</b>       | The UK GDPR, as amended from time to time (ii) the DPA 2018 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;                    |
| <b>"Data Protection Liability Cap"</b>     | the amount specified in the DPS Appointment Form;  |
| <b>"Data Protection Officer"</b>           | has the meaning given to it in the UK GDPR;  |

**DPS Schedule 6 (Letter of Appointment and Order Schedules)**  
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| <b>"Data Subject"</b>                | has the meaning given to it in the UK GDPR;   |
| <b>"Data Subject Access Request"</b> | 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;   |
| <b>"Deductions"</b>                  | all Delay Payments (if applicable), or any other deduction which the Client is paid or is payable to the Client under a Order Contract;   |
|                                      |   |
| <b>"Default"</b>                     | any breach of the obligations of the Agency (including abandonment of a Contract in breach of its terms) or any other default (including material default), act, omission, negligence or statement of the Agency, of its Subcontractors or any Agency Staff howsoever arising in connection with or in relation to the subject-matter of a Contract and in respect of which the Agency is liable to the Relevant Authority; |
|                                      |   |
| <b>"Default Management Charge"</b>   | has the meaning given to it in Paragraph 8.1.1 of DPS Schedule 5 (Management Charges and Information);  |
| <b>"Delay Payments"</b>              | the amounts (if any) payable by the Agency to the Client in respect of a delay in respect of a Milestone as specified in the Implementation Plan;   |
|                                      |   |

**DPS Schedule 6 (Letter of Appointment and Order Schedules)**  
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| <b>"Goods or Services"</b>            | Service and/or Goods that may be ordered under the Contract including the Documentation;  |
| <b>"Delivery"</b>                     | delivery of the relevant Goods or Services or Milestone in accordance with the terms of an Order Contract as confirmed and accepted by the Client by the either (a) confirmation in writing to the Agency; or (b) where Order Schedule 13 (Implementation Plan and Testing) is used issue by the Client of a Satisfaction Certificate. <b>"Deliver"</b> and <b>"Delivered"</b> shall be construed accordingly;  |
| <b>"Disclosing Party"</b>             | the Party directly or indirectly providing Confidential Information to the other Party in accordance with Clause 15 (What you must keep confidential);  |
| <b>"Dispute"</b>                      | any claim, dispute or difference (whether contractual or non-contractual) arising out of or in connection with the Contract or in connection with the negotiation, existence, legal validity, enforceability or termination of the Contract, whether the alleged liability shall arise under English law or under the law of some other country and regardless of whether a particular cause of action may successfully be brought in the English courts; |
| <b>"Dispute Resolution Procedure"</b> | the dispute resolution procedure set out in Clause 34 (Resolving disputes);   |

**DPS Schedule 6 (Letter of Appointment and Order Schedules)**

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| <b>"Documentation"</b> | descriptions of the Services and Service Levels, technical specifications, user manuals, training manuals, operating manuals, process definitions and procedures, system environment descriptions and all such other documentation (whether in hardcopy or electronic form) is required to be supplied by the Agency to the Client under a Contract as:  |
|                        | would reasonably be required by a competent third party capable of Good Industry Practice contracted by the Client to develop, configure, build, deploy, run, maintain, upgrade and test the individual systems that provide the Goods or Services is required by the Agency in order to provide the Goods or Services; and/or has been or shall be generated for the purpose of providing the Goods or Services;                                      |
| <b>"DOTAS"</b>         | the Disclosure of Tax Avoidance Schemes rules which require a promoter of Tax schemes to tell HMRC of any specified notifiable arrangements or proposals and to provide prescribed information on those arrangements or proposals within set time limits as contained in Part 7 of the Finance Act 2004 and in secondary legislation made under vires contained in Part 7 of the Finance Act 2004 and as extended to National Insurance Contributions; |
|                        |  |
| <b>"DPA 2018"</b>      | the Data Protection Act 2018;  |
|                        |  |

**DPS Schedule 6 (Letter of Appointment and Order Schedules)**

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| <b>"DPS Appointment Form"</b>          | the document outlining the DPS Incorporated Terms and crucial information required for the DPS Contract, to be executed by the Agency and CCS;  |
|  |   |
| <b>"DPS Contract"</b>                  | the DPS agreement established between CCS and the Agency in accordance with Regulation 33 by the DPS Appointment Form for the provision of the Goods or Services to Clients by the Agency pursuant to the FTS Notice; |
| <b>"DPS Contract Period"</b>           | the period from the DPS Start Date until the End Date of the DPS Contract;  |
|  |   |
| <b>"DPS Expiry Date"</b>               | the scheduled date of the end of the DPS Contract as stated in the DPS Award Form;  |
|  |   |
| <b>"DPS Incorporated Terms"</b>        | the contractual terms applicable to the DPS Contract specified in the DPS Award Form;   |
|  |   |
| <b>"DPS Optional Extension Period"</b> | such period or periods beyond which the DPS Contract Period may be extended as specified in the DPS Appointment Form;   |

**DPS Schedule 6 (Letter of Appointment and Order Schedules)**  
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| <b>"DPS Price(s)"</b>              | the price(s) applicable to the provision of the Goods or Services set out in DPS Schedule 3 (DPS Prices);     |
| <b>"DPS Special Terms"</b>         | any additional terms and conditions specified in the DPS Appointment Form incorporated into the DPS Contract; |
| <b>"DPS Start Date"</b>            | the date of start of the DPS Contract as stated in the DPS Appointment Form;                                  |
|                                    |   |
| <b>"DPS Suppliers"</b>             | all suppliers able to bid for work following the conclusion of the procurement under the FTS Notice;          |
|                                    |   |
| <b>"DPS Tender Response"</b>       | the tender submitted by the Agency to CCS and annexed to or referred to in DPS Schedule 2 (DPS Tender);       |
| <b>"Due Diligence Information"</b> | any information supplied to the Agency by or on behalf of the Authority prior to the Start Date;              |
| <b>"Effective Date"</b>            | the date on which the final Party has signed the Contract;  |

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| <b>"EIR"</b>                    | the Environmental Information Regulations 2004;   |
| <b>"Electronic Invoice"</b>     | an invoice which has been issued, transmitted and received in a structured electronic format which allows for its automatic and electronic processing and which complies with (a) the European standard and (b) any of the syntaxes published in Commission Implementing Decision (EU) 2017/1870; |
|                                 |   |
| <b>"Employment Regulations"</b> | the Transfer of Undertakings (Protection of Employment) Regulations 2006 (SI 2006/246) as amended or replaced or any other Regulations implementing the European Council Directive 77/187/EEC;  |
|                                 |   |
| <b>"End Date"</b>               | the earlier of:   |
|                                 | the Expiry Date (as extended by any Extension Period exercised by the Relevant Authority under Clause 10.1.2); or<br>if a Contract is terminated before the date specified in (a) above, the date of termination of the Contract;   |
| <b>"Environmental Policy"</b>   | to conserve energy, water, wood, paper and other resources, reduce waste and phase out the use of ozone depleting substances and minimise the release of greenhouse gases, volatile organic compounds and other substances damaging to health and the   |

**DPS Schedule 6 (Letter of Appointment and Order Schedules)**

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|   | environment, including any written environmental policy of the Client;                                      |
|   |   |
| <b>"Equality and Human Rights Commission"</b> | the UK Government body named as such as may be renamed or replaced by an equivalent body from time to time; |
|   |   |
| <b>"Estimated Year 1 Charges"</b>             | the anticipated total Charges payable by the Client in the first Contract Year specified in the Order Form; |
|   |   |

|                                   |   |
|-----------------------------------|---|
| <b>"Estimated Yearly Charges"</b> | means for the purposes of calculating each Party's annual liability under clause 11.2:<br>i) in the first Contract Year, the Estimated Year 1 Charges; or<br>ii) in the any subsequent Contract Years, the Charges paid or payable in the previous Order Contract Year; or<br>iii) after the end of the Order Contract, the Charges paid or payable in the last Contract Year during the Order Contract Period; |
|                                   |   |
| <b>"Exempt Buyer"</b>             | a public sector purchaser that is:<br>eligible to use the DPS Contract; and<br><br>a) is entering into an Exempt Order Contract that is not subject to (as applicable) any of:  |
|                                   |   |



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|  | <ul style="list-style-type: none"><li>i) the Regulations;</li><li>ii) the Concession Contracts Regulations 2016 (SI 2016/273);</li><li>iii) the Utilities Contracts Regulations 2016 (SI 2016/274);</li><li>iv) the Defence and Security Public Contracts Regulations 2011 (SI 2011/1848);</li><li>v) the Remedies Directive (2007/66/EC);</li><li>vi) Directive 2014/23/EU of the European Parliament and Council;</li><li>vii) Directive 2014/24/EU of the European Parliament and Council;</li><li>viii) Directive 2014/25/EU of the European Parliament and Council; or</li><li>ix) Directive 2009/81/EC of the European Parliament and Council;</li></ul> |
| <b>"Exempt Order Contract"</b>         | the contract between the Exempt Buyer and the Agency for Services which consists of the terms set out and referred to in the Order Form incorporating and, where necessary, amending, refining or adding to the terms of the DPS Contract;   |
| <b>"Exempt Procurement Amendments"</b> | any amendments, refinements or additions to any of the terms of the DPS Contract made through the Exempt Order Contract to reflect the specific needs of an Exempt Buyer to the extent permitted by and in accordance with any legal requirements applicable to that Exempt Buyer;   |

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|----------------------------|---|
| <b>"Existing IPR"</b>      | any and all IPR that are owned by or licensed to either Party and which are or have been developed independently of the Contract (whether prior to the Start Date or otherwise);  |
| <b>"Exit Day"</b>          | shall have the meaning in the European Union (Withdrawal) Act 2018;   |
| <b>"Expiry Date"</b>       | the DPS Expiry Date or the Order Expiry Date (as the context dictates);   |
| <b>"Extension Period"</b>  | the DPS Optional Extension Period or the Order Optional Extension Period as the context dictates;   |
| <b>"Filter Categories"</b> | The number of Categories specified in DPS Schedule 1 (Specification), if applicable;  |
| <b>"FOIA"</b>              | 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; |

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| <b>"Force Majeure Event"</b>           | any event outside the reasonable control of either Party affecting its performance of its obligations under the Contract arising from acts, events, omissions, happenings or non-happenings beyond its reasonable control and which are not attributable to any wilful act, neglect or failure to take reasonable preventative action by that Party, including: |
|  | <ul style="list-style-type: none"> <li>a) riots, civil commotion, war or armed conflict;</li> <li>b) acts of terrorism;</li> <li>c) acts of government, local government or regulatory bodies;</li> <li>d) fire, flood, storm or earthquake or other natural disaster,</li> </ul>   |
|  | but excluding any industrial dispute relating to the Agency, the Agency Staff or any other failure in the Agency or the Subcontractor's supply chain;   |
|  |   |
| <b>"Force Majeure Notice"</b>          | a written notice served by the Affected Party on the other Party stating that the Affected Party believes that there is a Force Majeure Event;  |
| <b>"Further Competition Procedure"</b> | the further competition procedure described in DPS Schedule 7 (Order Award Procedure);  |
|  |   |

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| <b>"GCS"</b>                     | the professional body for public service communicators working in government departments, agencies and arm's length bodies;   |
| <b>"GCS Management Charge"</b>   | the sum specified in the DPS Appointment Form payable by Central Government Bodies to the Agency on behalf of CCS;  |
| <b>"General Anti-Abuse Rule"</b> | a) the legislation in Part 5 of the Finance Act 2013 and; and<br>b) any future legislation introduced into parliament to counteract Tax advantages arising from abusive arrangements to avoid National Insurance contributions;   |
| <b>"General Change in Law"</b>   | a Change in Law where the change is of a general legislative nature (including Tax or duties of any sort affecting the Agency) or which affects or relates to a Comparable Supply;  |
| <b>"Goods"</b>                   | goods made available by the Agency as specified in DPS Schedule 1 (Specification) and in relation to an Order Contract as specified in the Order Form;  |
| <b>"Good Industry Practice"</b>  | 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; |

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| <b>"Government"</b>              | the government of the United Kingdom (including the Northern Ireland Assembly and Executive Committee, the Scottish Government and the National Assembly for Wales), including government ministers and government departments and other bodies, persons, commissions or agencies from time to time carrying out functions on its behalf;   |
| <b>"Government Data"</b>         | <p>the data, text, drawings, diagrams, images or sounds (together with any database made up of any of these) which are embodied in any electronic, magnetic, optical or tangible media, including any of the Authority's Confidential Information, and which:</p> <p>i) are supplied to the Agency by or on behalf of the Authority; or</p> <p>ii) the Agency is required to generate, process, store or transmit pursuant to a Contract;</p> |
| <b>"Guarantor"</b>               | the person (if any) who has entered into a guarantee in the form set out in Joint Schedule 8 (Guarantee) in relation to this Contract;  |
| <b>"Halifax Abuse Principle"</b> | the principle explained in the CJEU Case C-255/02 Halifax and others;   |
| <b>"HMRC"</b>                    | Her Majesty's Revenue and Customs;  |

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| <b>"ICT Policy"</b>          | the Client's policy in respect of information and communications technology, referred to in the Order Form, which is in force as at the Order Start Date (a copy of which has been supplied to the Agency), as updated from time to time in accordance with the Variation Procedure;  |
| <b>"Impact Assessment"</b>   | <p>an assessment of the impact of a Variation request by the Relevant Authority completed in good faith, including:</p> <ul style="list-style-type: none"> <li>a) details of the impact of the proposed Variation on the Goods or Services and the Agency's ability to meet its other obligations under the Contract;</li> <li>b) details of the cost of implementing the proposed Variation;</li> <li>c) details of the ongoing costs required by the proposed Variation when implemented, including any increase or decrease in the DPS Prices/Charges (as applicable), any alteration in the resources and/or expenditure required by either Party and any alteration to the working practices of either Party;</li> <li>d) a timetable for the implementation, together with any proposals for the testing of the Variation; and</li> <li>e) such other information as the Relevant Authority may reasonably request in (or in response to) the Variation request;</li> </ul> |
| <b>"Implementation Plan"</b> | the plan for provision of the Goods or Services set out in Order Schedule 13 (Implementation Plan and Testing) where that Schedule is used or otherwise as agreed between the Agency and the Client;  |

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| <b>"Indemnifier"</b>              | a Party from whom an indemnity is sought under this Contract;   |
| <b>"Independent Control"</b>      | where a Controller has provided Personal Data to another Party which is not a Processor or a Joint Controller because the recipient itself determines the purposes and means of Processing but does so separately from the Controller providing it with Personal Data and <b>"Independent Controller"</b> shall be construed accordingly; |
| <b>"Indexation"</b>               | the adjustment of an amount or sum in accordance with DPS Schedule 3 (DPS Prices) and the relevant Order Form;  |
| <b>"Information"</b>              | has the meaning given under section 84 of the Freedom of Information Act 2000;  |
| <b>"Information Commissioner"</b> | the UK's independent authority which deals with ensuring information relating to rights in the public interest and data privacy for individuals is met, whilst promoting openness by public bodies;   |
| <b>"Initial Period"</b>           | the initial term of a Contract specified in the DPS Appointment Form or the Order Form, as the context requires;  |

|                                  |  |
|----------------------------------|--|
| <p><b>"Insolvency Event"</b></p> | <p>with respect to any person, means:</p> <ul style="list-style-type: none"> <li>(a) that person suspends, or threatens to suspend, payment of its debts, or is unable to pay its debts as they fall due or admits inability to pay its debts, or: <ul style="list-style-type: none"> <li>(i) (being a company or a LLP) is deemed unable to pay its debts within the meaning of section 123 of the Insolvency Act 1986, or</li> <li>(ii) (being a partnership) is deemed unable to pay its debts within the meaning of section 222 of the Insolvency Act 1986;</li> </ul> </li> <li>(b) that person commences negotiations with one or more of its creditors (using a voluntary arrangement, scheme of arrangement or otherwise) with a view to rescheduling any of its debts, or makes a proposal for or enters into any compromise or arrangement with one or more of its creditors or takes any step to obtain a moratorium pursuant to Section 1A and Schedule A1 of the Insolvency Act 1986 other than (in the case of a company, a LLP or a partnership) for the sole purpose of a scheme for a solvent amalgamation of that person with one or more other companies or the solvent reconstruction of that person;</li> <li>(c) another person becomes entitled to appoint a receiver over the assets of that person or a receiver is appointed over the assets of that person;</li> <li>(d) a creditor or encumbrancer of that person attaches or takes possession of, or a distress, execution or other such process is levied or enforced on or sued against, the whole or any part of that person's assets and such attachment or process is not discharged within 14 days;</li> <li>(e) that person suspends or ceases, or threatens to suspend or cease, carrying on all or a substantial part of its business;</li> <li>(f) where that person is a company, a LLP or a partnership: <ul style="list-style-type: none"> <li>(i) a petition is presented (which is not dismissed within 14 days of its service), a notice is given, a resolution is passed, or an order is made, for or in connection with the winding up of that person other than for the sole purpose of a scheme for a solvent amalgamation of that person with one or more other companies or the solvent reconstruction of that person;</li> <li>(ii) an application is made to court, or an order is made, for the appointment of an administrator, or if a notice of intention to appoint an administrator is filed at Court or given or if an administrator is appointed, over that person;</li> <li>(iii) (being a company or a LLP) the holder of a qualifying floating charge over the assets of that person has become entitled to appoint or has appointed an administrative receiver; or</li> </ul> </li> </ul> |
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|  | <p>(iv) (being a partnership) the holder of an agricultural floating charge over the assets of that person has become entitled to appoint or has appointed an agricultural receiver; or</p> <p>(g) any event occurs, or proceeding is taken, with respect to that person in any jurisdiction to which it is subject that has an effect equivalent or similar to any of the events mentioned above;</p>   |
| <b>"Intellectual Property Rights" or "IPR"</b> | <p>a) copyright, rights related to or affording protection similar to copyright, rights in databases, patents and rights in inventions, semi-conductor topography rights, trade marks, rights in internet domain names and website addresses and other rights in trade or business names, goodwill, designs, Know-How, trade secrets and other rights in Confidential Information;</p> <p>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</p> <p>c) all other rights having equivalent or similar effect in any country or jurisdiction;</p> |
| <b>"Invoicing Address"</b>                     | the address to which the Agency shall invoice the Client as specified in the Order Form;   |
|  |  |
| <b>"IPR Claim"</b>                             | any claim of infringement or alleged infringement (including the defence of such infringement or alleged infringement) of any IPR, used to provide the Goods or Services or otherwise provided and/or licensed by the Agency (or to which the Agency has provided access) to the Relevant Authority in the fulfilment of its obligations under a Contract;   |
|  |  |
| <b>"IR35"</b>                                  | the off-payroll rules requiring individuals who work through their company pay the same income tax and National Insurance  |

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|   | contributions as an employee which can be found online at:<br><a href="https://www.gov.uk/guidance/ir35-find-out-if-it-applies">https://www.gov.uk/guidance/ir35-find-out-if-it-applies</a> ; |
|   |   |
| <b>"Joint Controller Agreement"</b>           | the agreement (if any) entered into between the Relevant Authority and the Agency substantially in the form set out in Annex 2 of Joint Schedule 11 ( <i>Processing Data</i> );               |
|   |   |
| <b>"Joint Controllers"</b>                    | where two or more Controllers jointly determine the purposes and means of Processing;   |
|   |   |
| <b>"Key Performance Indicators" or "KPIs"</b> | the performance measurements and targets in respect of the Agency's performance of the DPS Contract set out in DPS Schedule 4 (DPS Management);   |
|   |   |
| <b>"Key Staff"</b>                            | the individuals (if any) identified as such in the Order Form;  |
|   |   |
| <b>"Key Sub-Contract"</b>                     | each Sub-Contract with a Key Subcontractor;   |
|   |   |
| <b>"Key Subcontractor"</b>                    | any Subcontractor:  |
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|   | <p>a) which is relied upon to deliver any work package within the Goods or Services in their entirety; and/or</p> <p>b) which, in the opinion of CCS or the Client performs (or would perform if appointed) a critical role in the provision of all or any part of the Goods or Services; and/or</p> <p>c) with a Sub-Contract with a contract value which at the time of appointment exceeds (or would exceed if appointed) 10% of the aggregate Charges forecast to be payable under the Order Contract,</p> |
|   | <p>and the Agency shall list all such Key Subcontractors on the Platform and in the Key Subcontractor Section in the Order Form;</p>   |
| <b>"Know-How"</b>                       | <p>all ideas, concepts, schemes, information, knowledge, techniques, methodology, and anything else in the nature of know-how relating to the Goods or Services but excluding know-how already in the other Party's possession before the applicable Start Date;</p>   |
| <b>"Law"</b>                            | <p>any law, subordinate legislation within the meaning of Section 21(1) of the Interpretation Act 1978, bye-law, regulation, order, regulatory policy, mandatory guidance or code of practice, judgment of a relevant court of law, or directives or requirements with which the relevant Party is bound to comply;</p>  |
| <b>"Letter of Appointment Template"</b> | <p>the template in DPS Schedule 6 (Letter of Appointment Template and Order Schedules);</p>  |

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| <b>"Losses"</b>                         | all losses, liabilities, damages, costs, expenses (including legal fees), disbursements, costs of investigation, litigation, settlement, judgment, interest and penalties whether arising in contract, tort (including negligence), breach of statutory duty, misrepresentation or otherwise and <b>"Loss"</b> shall be interpreted accordingly; |
| <b>"Management Charge"</b>              | the sum specified on the Platform payable by the Agency to CCS in accordance with DPS Schedule 5 (Management Charges and Information);   |
| <b>"Management Information" or "MI"</b> | the management information specified in DPS Schedule 5 (Management Charges and Information);   |
| <b>"MI Default"</b>                     | means when two (2) MI Reports are not provided in any rolling six (6) month period;  |
| <b>"MI Failure"</b>                     | means when an MI report:   |
|   | <ul style="list-style-type: none"> <li>a) contains any material errors or material omissions or a missing mandatory field; or</li> <li>b) is submitted using an incorrect MI reporting Template; or</li> <li>c) is not submitted by the reporting date (including where a declaration of no business should have been filed);</li> </ul>         |

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| <b>"MI Report"</b>             | means a report containing Management Information submitted to the Authority in accordance with DPS Schedule 5 (Management Charges and Information);                                 |
| <b>"MI Reporting Template"</b> | means the form of report set out in the Annex to DPS Schedule 5 (Management Charges and Information) setting out the information the Agency is required to supply to the Authority; |
|                                |   |
| <b>"Milestone"</b>             | an event or task described in the Implementation Plan;  |
| <b>"Milestone Date"</b>        | the target date set out against the relevant Milestone in the Implementation Plan by which the Milestone must be Achieved;  |
| <b>"Month"</b>                 | a calendar month and <b>"Monthly"</b> shall be interpreted accordingly;   |
| <b>"Moral Rights"</b>          | all rights described in Part I, Chapter IV of the Copyright Designs and Patents Act 1988 and any similar rights of authors anywhere in the world;                                   |
|                                |   |

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| <b>"National Insurance"</b>             | contributions required by the Social Security Contributions and Benefits Act 1992 and made in accordance with the Social Security (Contributions) Regulations 2001 (SI 2001/1004);  |
| <b>"New IPR"</b>                        | <ul style="list-style-type: none"> <li>a. IPR in items created by the Agency (or by a third party on behalf of the Agency) specifically for the purposes of a Contract and updates and amendments of these items including (but not limited to) database schema; and/or</li> <li>b. IPR in or arising as a result of the performance of the Agency's obligations under a Contract and all updates and amendments to the same;</li> </ul>  |
|   | but shall not include the Agency's Existing IPR;  |
| <b>"Occasion of Tax Non-Compliance"</b> | where:  |
|   | <ul style="list-style-type: none"> <li>a) any Tax return of the Agency submitted to a Relevant Tax Authority on or after 1 October 2012 is found on or after 1 April 2013 to be incorrect as a result of: <ul style="list-style-type: none"> <li>i) a Relevant Tax Authority successfully challenging the Agency under the General Anti-Abuse Rule or the Halifax Abuse Principle or under any Tax rules or legislation in any jurisdiction that have an effect equivalent or similar to the General Anti-Abuse Rule or the Halifax Abuse Principle;</li> </ul> </li> </ul> |

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|                         | <p>ii) the failure of an avoidance scheme which the Agency was involved in, and which was, or should have been, notified to a Relevant Tax Authority under the DOTAS or any equivalent or similar regime in any jurisdiction; and/or</p> <p>b) any Tax return of the Agency submitted to a Relevant Tax Authority on or after 1 October 2012 which gives rise, on or after 1 April 2013, to a criminal conviction in any jurisdiction for Tax related offences which is not spent at the Start Date or to a civil penalty for fraud or evasion;</p>  |
| <b>"Open Book Data"</b> | <p>complete and accurate financial and non-financial information which is sufficient to enable the Buyer to verify the Charges already paid or payable and Charges forecast to be paid during the remainder of the Order Contract, including details and all assumptions relating to:</p> <p>a) the Agency's Costs broken down against each Good and/or Service and/or Deliverable, including actual capital expenditure (including capital replacement costs) and the unit cost and total actual costs of all Goods or Services;</p> <p>b) operating expenditure relating to the provision of the Goods or Services including an analysis showing:</p> <p>i) the unit costs and quantity of Goods and any other consumables and bought-in Goods or Services;</p> <p>ii) staff costs broken down into the number and grade/role of all Agency Staff (free of any contingency) together with a list of actual hours worked from the time recording system and agreed rates against each grade;</p> <p>iii) a list of Costs underpinning those rates for each grade, being the agreed rate less the Agency Profit Margin; and</p> <p>iv) Reimbursable Expenses, if allowed under the Order Form;</p> |

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|                                | <ul style="list-style-type: none"><li>c) Overheads;</li><li>d) all interest, expenses and any other third-party financing costs incurred in relation to the provision of the Goods or Services;</li><li>e) the Agency Profit achieved over the DPS Contract Period and on an annual basis;</li><li>f) confirmation that all methods of Cost apportionment and Overhead allocation are consistent with and not more onerous than such methods applied generally by the Agency;</li><li>g) an explanation of the type and value of risk and contingencies associated with the provision of the Goods or Services, including the amount of money attributed to each risk and/or contingency; and</li><li>h) the actual Costs profile for each Service Period;</li></ul> |
|                                |  |
| <b>"Order"</b>                 | means an order for the provision of the Goods or Services placed by a Client with the Agency under a Contract;   |
|                                |  |
| <b>"Order Contract"</b>        | the contract between the Client and the Agency (entered into pursuant to the provisions of the DPS Contract), which consists of the terms set out and referred to in the Order Form including any subsequently agreed Statements of Work;  |
|                                |  |
| <b>"Order Contract Period"</b> | the Contract Period in respect of the Order Contract;  |



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| <b>"Order Expiry Date"</b>               | the scheduled date of the end of a Order Contract as stated in the Order Form;   |
| <b>"Order Form"</b>                      | a completed Letter of Appointment Template (or equivalent information issued by the Client) used to create a Order Contract;         |
| <b>"Order Incorporated Terms"</b>        | the contractual terms applicable to the Order Contract specified under the relevant heading in the Order Form;                       |
| <b>"Order Initial Period"</b>            | the Initial Period of an Order Contract specified in the Order Form;   |
| <b>"Order Optional Extension Period"</b> | such period or periods beyond which the Order Initial Period may be extended as specified in the Order Form;                         |
| <b>"Order Procedure"</b>                 | the process for awarding an Order Contract pursuant to Clause 2 (How the contract works) and DPS Schedule 7 (Order Award Procedure); |
| <b>"Order Special Terms"</b>             | any additional terms and conditions specified in the Order Form incorporated into the applicable Order Contract;                     |
|  |  |

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| <b>"Order Start Date"</b>            | the date of start of an Order Contract as stated in the Order Form;   |
| <b>"Other Contracting Authority"</b> | any actual or potential Client under the DPS Contract;  |
| <b>"Overhead"</b>                    | those amounts which are intended to recover a proportion of the Agency's or the Key Subcontractor's (as the context requires) indirect corporate costs (including financing, marketing, advertising, research and development and insurance costs and any fines or penalties) but excluding allowable indirect costs apportioned to facilities and administration in the provision of Agency Staff and accordingly included within limb (a) of the definition of "Costs"; |
| <b>"Parliament"</b>                  | takes its natural meaning as interpreted by Law;  |
| <b>"Party"</b>                       | in the context of the DPS Contract, CCS or the Agency, and in the context of an Order Contract the Client or the Agency. <b>"Parties"</b> shall mean both of them where the context permits;  |
| <b>"Personal Data"</b>               | has the meaning given to it in the UK GDPR;   |

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| <b>“Personal Data Breach”</b> | has the meaning given to it in the UK GDPR;   |
| <b>“Personnel”</b>            | all directors, officers, employees, agents, consultants and suppliers of a Party and/or of any Subcontractor and/or Subprocessor engaged in the performance of its obligations under a Contract;  |
| <b>“Platform”</b>             | The online application operated on behalf of CCS to facilitate the technical operation of the DPS;  |
| <b>"Prescribed Person"</b>    | a legal adviser, an MP or an appropriate body which a whistle-blower may make a disclosure to as detailed in 'Whistleblowing: list of prescribed people and bodies', 24 November 2016, available online at: <a href="https://www.gov.uk/government/publications/blowing-the-whistle-list-of-prescribed-people-and-bodies--2/whistleblowing-list-of-prescribed-people-and-bodies">https://www.gov.uk/government/publications/blowing-the-whistle-list-of-prescribed-people-and-bodies--2/whistleblowing-list-of-prescribed-people-and-bodies</a> ; |
| <b>“Processing”</b>           | has the meaning given to it in the GDPR;  |
| <b>“Processor”</b>            | has the meaning given to it in the GDPR;  |

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| <b>"Progress Meeting"</b>           | a meeting between the Client Authorised Representative and the Agency Authorised Representative;   |
| <b>"Progress Meeting Frequency"</b> | the frequency at which the Agency shall conduct a Progress Meeting in accordance with Clause 6.1 as specified in the Order Form;   |
| <b>"Progress Report"</b>            | a report provided by the Agency indicating the steps taken to achieve Milestones or delivery dates;  |
| <b>"Progress Report Frequency"</b>  | the frequency at which the Agency shall deliver Progress Reports in accordance with Clause 6.1 as specified in the Order Form;   |
| <b>"Prohibited Acts"</b>            | <p>a) to directly or indirectly offer, promise or give any person working for or engaged by a Client or any other public body a financial or other advantage to:</p> <p>i) induce that person to perform improperly a relevant function or activity; or</p> <p>ii) reward that person for improper performance of a relevant function or activity;</p> <p>b) to directly or indirectly request, agree to receive or accept any financial or other advantage as an inducement or a reward for</p> |

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|                              | <p>improper performance of a relevant function or activity in connection with each Contract; or</p> <p>c) committing any offence:</p> <p>i) under the Bribery Act 2010 (or any legislation repealed or revoked by such Act); or</p> <p>ii) under legislation or common law concerning fraudulent acts; or</p> <p>iii) defrauding, attempting to defraud or conspiring to defraud a Buyer or other public body; or</p>  |
|                              | <p>d) any activity, practice or conduct which would constitute one of the offences listed under (c) above if such activity, practice or conduct had been carried out in the UK;</p>  |
| <b>"Proposal"</b>            | <p>the tender submitted by the Agency in response to the Client's Brief following a Further Competition Procedure and set out at Order Schedule 4 (Order Proposal);</p>  |
| <b>"Protective Measures"</b> | <p>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 including those outlined in DPS Schedule 9 (Cyber Essentials Scheme), if applicable, in the case of the DPS Contract or Order Schedule 9 (Security), if applicable, in the case of an Order Contract.</p> |

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| <b>"Recall"</b>                     | a request by the Agency to return Goods to the Agency or the manufacturer after the discovery of safety issues or defects (including defects in the right IPR rights) that might endanger health or hinder performance;  |
| <b>"Recipient Party"</b>            | the Party which receives or obtains directly or indirectly Confidential Information;   |
| <b>"Rectification Plan"</b>         | <p>The Agency's plan (or revised plan) to rectify its breach using the template in Joint Schedule 10 (Rectification Plan) which shall include:</p> <ul style="list-style-type: none"> <li>a) full details of the Default that has occurred, including a root cause analysis;</li> <li>b) the actual or anticipated effect of the Default; and</li> <li>c) the steps which the Agency proposes to take to rectify the Default (if applicable) and to prevent such Default from recurring, including timescales for such steps and for the rectification of the Default (where applicable);</li> </ul> |
| <b>"Rectification Plan Process"</b> | the process set out in Clause 10.3.1 to 10.3.4 (Rectification Plan Process);   |
| <b>"Regulations"</b>                | the Public Contracts Regulations 2015 and/or the Public Contracts (Scotland) Regulations 2015 (as the context requires);   |

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| <b>"Reimbursable Expenses"</b>                         | the reasonable out of pocket travel and subsistence (for example, hotel and food) expenses, properly and necessarily incurred in the performance of the Services, calculated at the rates and in accordance with the Client's expenses policy current from time to time, but not including:  |
|  | <ul style="list-style-type: none"> <li>a) travel expenses incurred as a result of Agency Staff travelling to and from their usual place of work, or to and from the premises at which the Services are principally to be performed, unless the Buyer otherwise agrees in advance in writing; and</li> <li>b) subsistence expenses incurred by Agency Staff whilst performing the Services at their usual place of work, or to and from the premises at which the Services are principally to be performed;</li> </ul>  |
| <b>"Relevant Authority"</b>                            | the Authority which is party to the Contract to which a right or obligation is owed, as the context requires;  |
|  |  |
| <b>"Relevant Authority's Confidential Information"</b> | <ul style="list-style-type: none"> <li>a) all Personal Data and any information, however it is conveyed, that relates to the business, affairs, developments, property rights, trade secrets, Know-How and IPR of the Relevant Authority (including all Relevant Authority Existing IPR and New IPR);</li> <li>b) any other information clearly designated as being confidential (whether or not it is marked "confidential") or which ought reasonably be considered confidential which comes (or has come) to the Relevant Authority's attention or into the Relevant Authority's possession in connection with a Contract; and</li> </ul> |

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|  | information derived from any of the above;  |
| <b>"Relevant Requirements"</b>         | all applicable Law relating to bribery, corruption and fraud, including the Bribery Act 2010 and any guidance issued by the Secretary of State pursuant to section 9 of the Bribery Act 2010;   |
| <b>"Relevant Tax Authority"</b>        | HMRC, or, if applicable, the tax authority in the jurisdiction in which the Agency is established;  |
| <b>"Reminder Notice"</b>               | a notice sent in accordance with Clause 10.5 given by the Agency to the Client providing notification that payment has not been received on time;   |
|  |   |
| <b>"Replacement Agency"</b>            | any third-party provider of Replacement Goods or Services appointed by or at the direction of the Client from time to time or where the Client is providing Replacement Goods or Services for its own account, shall also include the Client;   |
| <b>"Replacement Goods or Services"</b> | any deliverables which are substantially similar to any of the Goods or Services and which the Client receives in substitution for any of the Goods or Services following the Order Expiry Date, whether those goods are provided by the Client internally and/or by any third party; |



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| <b>"Replacement Subcontractor"</b> | a Subcontractor of the Replacement Agency to whom Transferring Agency Employees will transfer on a Service Transfer Date (or any Subcontractor of any such Subcontractor);  |
|                                    |   |
| <b>"Request For Information"</b>   | a request for information or an apparent request relating to a Contract for the provision of the Goods or Services or an apparent request for such information under the FOIA or the EIRs;  |
|                                    |   |
| <b>"Required Insurances"</b>       | the insurances required by Joint Schedule 3 (Insurance Requirements) or any additional insurances specified in the Order Form;  |
|                                    |   |
| <b>"Satisfaction Certificate"</b>  | the certificate (materially in the form of the document contained in of Part B of Order Schedule 13 (Implementation Plan and Testing) or as agreed by the Parties where Order Schedule 13 is not used in this Contract) granted by the Buyer when the Agency has met all of the requirements of an Order, Achieved a Milestone or a Test; |
|                                    |   |
| <b>"Security Management Plan"</b>  | the Agency's security management plan prepared pursuant to Order Schedule 9 (Security) (if applicable);   |
|                                    |   |
| <b>"Security Policy"</b>           | the Client's security policy, referred to in the Order Form, in force as at the Order Start Date (a copy of which has been supplied to the Agency) , as updated from time to time and notified to the Agency;   |
|                                    |   |

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| <b>"Self Audit Certificate"</b> | means the certificate in the form as set out in DPS Schedule 8 (Self Audit Certificate);  |
| <b>"Serious Fraud Office"</b>   | the UK Government body named as such as may be renamed or replaced by an equivalent body from time to time;   |
| <b>"Service Levels"</b>         | any service levels applicable to the provision of the Goods or Services under the Call Off Contract (which, where Call Off Schedule 14 (Service Levels) is used in this Contract, are specified in the Annex to Part A of such Schedule); |
| <b>"Service Period"</b>         | has the meaning given to it in the Order Form;  |

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| <b>"Services"</b>              | services made available by the Agency as specified in DPS Schedule 1 (Specification) and in relation to a Order Contract as specified in the Order Form;   |
| <b>"Service Transfer"</b>      | any transfer of the Goods or Services (or any part of the Goods or Services), for whatever reason, from the Agency or any Subcontractor to a Replacement Agency or a Replacement Subcontractor;                              |
| <b>"Service Transfer Date"</b> | the date of a Service Transfer;  |
| <b>"Sites"</b>                 | any premises (including the Client Premises, the Agency's premises or third party premises) from, to or at which:  |
|                                | <ul style="list-style-type: none"> <li>a) the Goods or Services are (or are to be) provided; or</li> <li>b) the Agency manages, organises or otherwise directs the provision or the use of the Goods or Services;</li> </ul> |
| <b>"SME"</b>                   | an enterprise falling within the category of micro, small and medium sized enterprises defined by the Commission Recommendation of 6 May 2003 concerning the definition of micro, small and medium enterprises;              |
|                                |  |

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| <b>"Special Terms"</b>          | any additional Clauses set out in the DPS Appointment Form or Order Form which shall form part of the respective Contract;  |
| <b>"Specific Change in Law"</b> | a Change in Law that relates specifically to the business of the Client and which would not affect a Comparable Supply where the effect of that Specific Change in Law on the Goods or Services is not reasonably foreseeable at the Start Date;  |
| <b>"Specification"</b>          | the specification set out in DPS Schedule 1 (Specification), as may, in relation to an Order Contract, be supplemented by the Order Form;   |
| <b>"Standards"</b>              | any:  |
|                                 | <ul style="list-style-type: none"> <li>a) standards published by BSI British Standards, the National Standards Body of the United Kingdom, the International Organisation for Standardisation or other reputable or equivalent bodies (and their successor bodies) that a skilled and experienced operator in the same type of industry or business sector as the Agency would reasonably and ordinarily be expected to comply with;</li> <li>b) standards detailed in the specification in DPS Schedule 1 (Specification);</li> <li>c) standards detailed by the Client in the Order Form or agreed between the Parties from time to time;</li> <li>d) relevant Government codes of practice and guidance applicable from time to time;</li> </ul> |

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| <b>"Start Date"</b>        | in the case of the DPS Contract, the date specified on the DPS Appointment Form, and in the case of an Order Contract, the date specified in the Order Form;   |
| <b>"Statement of Work"</b> | a supplemental Order under an Order Contract to refine the Goods or Services needed to complete the Brief;   |
| <b>"Storage Media"</b>     | the part of any device that is capable of storing and retrieving data;   |
| <b>"Sub-Contract"</b>      | any contract or agreement (or proposed contract or agreement), other than an Order Contract or the DPS Contract, pursuant to which a third party:  |
|                            | <ul style="list-style-type: none"> <li>a) provides the Goods or Services (or any part of them);</li> <li>b) provides facilities or services necessary for the provision of the Goods or Services (or any part of them); and/or</li> <li>c) is responsible for the management, direction or control of the provision of the Goods or Services (or any part of them);</li> </ul> |
| <b>"Subcontractor"</b>     | any person other than the Agency, who is a party to a Sub-Contract and the servants or agents of that person;  |
|                            |  |

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|  |  |
|--|--|
| <b>"Subprocessor"</b>                        | any third party appointed to process Personal Data on behalf of that Processor related to a Contract;  |
| <b>"Supplier"</b>                            | means the Agency;  |
| <b>"Supplier Assets"</b>                     | all assets and rights used by the Agency to provide the Goods or Services in accordance with the Order Contract but excluding the Client Assets;   |
|  |  |
| <b>"Supplier Authorised Representative"</b>  | the representative appointed by the Agency named in the DPS Appointment Form, or later defined in an Order Contract;   |
| <b>"Supplier's Confidential Information"</b> | <ul style="list-style-type: none"> <li>c) any information, however it is conveyed, that relates to the business, affairs, developments, IPR of the Agency (including the Agency Existing IPR) trade secrets, Know-How, and/or personnel of the Agency;</li> <li>d) any other information clearly designated as being confidential (whether or not it is marked as "confidential") or which ought reasonably to be considered to be confidential and which comes (or has come) to the Agency's attention or into the Agency's possession in connection with a Contract;</li> <li>e) Information derived from any of (a) and (b) above;</li> </ul> |

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|                                      |  |
|--------------------------------------|--|
| <b>"Supplier's Contract Manager"</b> | the person identified in the Order Form appointed by the Agency to oversee the operation of the Order Contract and any alternative person whom the Agency intends to appoint to the role, provided that the Agency informs the Buyer prior to the appointment; |
|                                      |  |
| <b>"Supplier Equipment"</b>          | the Agency's hardware, computer and telecoms devices, equipment, plant, materials and such other items supplied and used by the Agency (but not hired, leased or loaned from the Client) in the performance of its obligations under this Order Contract;      |
|                                      |  |
| <b>"Supplier Marketing Contact"</b>  | shall be the person identified in the DPS Appointment Form;  |
|                                      |  |
| <b>"Supplier Non-Performance"</b>    | where the Agency has failed to:  |
|                                      | <ul style="list-style-type: none"> <li>c) Achieve a Milestone by its Milestone Date;</li> <li>d) provide the Goods and/or Services in accordance with the Service Levels; and/or</li> <li>e) comply with an obligation under a Contract;</li> </ul>            |
| <b>"Supplier Profit"</b>             | in relation to a period, the difference between the total Charges (in nominal cash flow terms but excluding any Deductions and total Costs (in nominal cash flow terms) in respect of a Order Contract for the relevant period;                                |
|                                      |  |

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|-----------------------------------|--|
| <b>"Supplier Profit Margin"</b>   | in relation to a period or a Milestone (as the context requires), the Agency Profit for the relevant period or in relation to the relevant Milestone divided by the total Charges over the same period or in relation to the relevant Milestone and expressed as a percentage;   |
|                                   |  |
| <b>"Supporting Documentation"</b> | sufficient information in writing to enable the Client to reasonably assess whether the Charges, Reimbursable Expenses and other sums due from the Buyer under the Order Contract detailed in the information are properly payable;  |
|                                   |  |
| <b>"Tax"</b>                      | <ul style="list-style-type: none"> <li>a) all forms of taxation whether direct or indirect;</li> <li>b) national insurance contributions in the United Kingdom and similar contributions or obligations in any other jurisdiction;</li> <li>c) all statutory, governmental, state, federal, provincial, local government or municipal charges, duties, imports, contributions, levies or liabilities (other than in return for goods or services supplied or performed or to be performed) and withholdings; and</li> <li>d) any penalty, fine, surcharge, interest, charges or costs relating to any of the above,</li> </ul> <p>in each case wherever chargeable and whether of the United Kingdom and any other jurisdiction;</p> |
|                                   |  |
| <b>"Termination Notice"</b>       | a written notice of termination given by one Party to the other, notifying the Party receiving the notice of the intention of the Party giving the notice to terminate a Contract on a specified date and setting out the grounds for termination;   |
|                                   |  |



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|--|---|
| <b>"Test Issue"</b>                      | any variance or non-conformity of the Goods or Services from their requirements as set out in an Order Contract;  |
| <b>"Test Plan"</b>                       | a plan:<br><br>a) for the Testing of the Goods or Services; and<br>b) setting out other agreed criteria related to the achievement of Milestones;   |
| <b>"Tests"</b>                           | any tests required to be carried out pursuant to an Order Contract as set out in the Test Plan or elsewhere in an Order Contract and <b>"Tested"</b> and <b>"Testing"</b> shall be construed accordingly; |
|  |   |
| <b>"Third Party IPR"</b>                 | Intellectual Property Rights owned by a third party which is or will be used by the Agency for the purpose of providing the Goods or Services;  |
|  |   |
| <b>"Transferring Supplier Employees"</b> | those employees of the Agency and/or the Agency's Subcontractors to whom the Employment Regulations will apply on the Service Transfer Date;  |
|  |   |

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|                                   |   |
|-----------------------------------|---|
| <b>"Transparency Information"</b> | the Transparency Reports and the content of a Contract, including any changes to this Contract agreed from time to time, except for –   |
|                                   | <ul style="list-style-type: none"> <li>(i) any information which is exempt from disclosure in accordance with the provisions of the FOIA, which shall be determined by the Relevant Authority; and</li> <li>(ii) Commercially Sensitive Information;</li> </ul> |
| <b>"Transparency Reports"</b>     | the information relating to the Goods or Services and performance of the Contracts which the Agency is required to provide to the Buyer in accordance with the reporting requirements in Order Schedule 1 (Transparency Reports);                               |
|                                   |   |
| <b>"UK GDPR"</b>                  | the retained EU law version of the General Data Protection Regulation (Regulation (EU) 2016/679);   |
|                                   |   |
| <b>"Variation"</b>                | any change to a Contract;   |
|                                   |   |
| <b>"Variation Form"</b>           | the form set out in Joint Schedule 2 (Variation Form);  |
|                                   |   |

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|------------------------------|---|
| <b>"Variation Procedure"</b> | the procedure set out in Clause 24 (Changing the contract);   |
| <b>"VAT"</b>                 | value added tax in accordance with the provisions of the Value Added Tax Act 1994;  |
| <b>"VCSE"</b>                | a non-governmental organisation that is value-driven and which principally reinvests its surpluses to further social, environmental or cultural objectives;   |
|                              |   |
| <b>"Worker"</b>              | any one of the Agency Staff which the Client, in its reasonable opinion, considers is an individual to which Procurement Policy Note 08/15 (Tax Arrangements of Public Appointees) ( <a href="https://www.gov.uk/government/publications/procurement-policy-note-0815-tax-arrangements-of-appointees">https://www.gov.uk/government/publications/procurement-policy-note-0815-tax-arrangements-of-appointees</a> ) applies in respect of the Goods or Services; |
| <b>"Working Day"</b>         | any day other than a Saturday or Sunday or public holiday in England and Wales unless specified otherwise by the Parties in the Order Form;   |
|                              |   |
| <b>"Work Day"</b>            | 8.0 Work Hours, whether or not such hours are worked consecutively and whether or not they are worked on the same day; and  |
|                              |   |

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|                     |  |
|---------------------|--|
| <b>"Work Hours"</b> | the hours spent by the Agency Staff properly working on the provision of the Goods or Services including time spent travelling (other than to and from the Agency's offices, or to and from the Sites) but excluding lunch breaks. |
|---------------------|--|

## Joint Schedule 2 (Variation Form)

This form is to be used in order to change a contract in accordance with Clause 24 (Changing the Contract)

|  |   |                     |
|--|---|---------------------|
| <b>Contract Details</b>                        |   |                     |
| This variation is between:                     | [delete as applicable: CCS / Client] (" <b>CCS</b> " " <b>the Client</b> ")<br>And<br>[insert name of Agency] (" <b>the Agency</b> ")   |                     |
| Contract name:                                 | [insert name of contract to be changed] (" <b>the Contract</b> ")   |                     |
| Contract reference number:                     | [insert contract reference number]  |                     |
| <b>Details of Proposed Variation</b>           |   |                     |
| Variation initiated by:                        | [delete as applicable: CCS/Client/Agency]   |                     |
| Variation number:                              | [insert variation number]   |                     |
| Date variation is raised:                      | [insert date]   |                     |
| Proposed variation                             |   |                     |
| Reason for the variation:                      | [insert reason]   |                     |
| An Impact Assessment shall be provided within: | [insert number] days  |                     |
| <b>Impact of Variation</b>                     |   |                     |
| Likely impact of the proposed variation:       | [Agency to insert assessment of impact]   |                     |
| <b>Outcome of Variation</b>                    |   |                     |
| Contract variation:                            | <ul style="list-style-type: none"> <li>This Contract detailed above is varied as follows:</li> <li>[CCS/Client to insert original Clauses or Paragraphs to be varied and the changed clause]</li> </ul> |                     |
| Financial variation:                           | Original Contract Value:  | • £ [insert amount] |
|  | Additional cost due to variation:   | • £ [insert amount] |
|  | New Contract value:   | • £ [insert amount] |

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1. This Variation must be agreed and signed by both Parties to the Contract and shall only be effective from the date it is signed by the Client
2. Words and expressions in this Variation shall have the meanings given to them in the Contract.
3. The Contract, including any previous Variations, shall remain effective and unaltered except as amended by this Variation.

Signed by an authorised signatory for and on behalf of the Client

Signature

Date

Name (in Capitals)

Address

Signed by an authorised signatory to sign for and on behalf of the Agency

Signature

Date

Name (in Capitals)

Address

## Joint Schedule 3 (Insurance Requirements)

### 1. THE INSURANCE YOU NEED TO HAVE

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1.1 The Agency shall take out and maintain, or procure the taking out and maintenance of the insurances as set out in the Annex to this Schedule, any additional insurances required under a Order Contract (specified in the applicable Order Form) ("**Additional Insurances**") and any other insurances as may be required by applicable Law (together the "**Insurances**"). The Agency shall ensure that each of the Insurances is effective no later than:

- 1.1.1 the DPS Start Date in respect of those Insurances set out in the Annex to this Schedule and those required by applicable Law; and
  - 1.1.2 the Order Contract Effective Date in respect of the Additional Insurances.
- 

1.2 The Insurances shall be:

- 1.2.1 maintained in accordance with Good Industry Practice;
- 1.2.2 (so far as is reasonably practicable) on terms no less favourable than those generally available to a prudent contractor in respect of risks insured in the international insurance market from time to time;
- 1.2.3 taken out and maintained with insurers of good financial standing and good reputation in the international insurance market; and

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1.2.4 maintained for at least six (6) years after the End Date.

1.3 The Agency shall ensure that the public and products liability policy contain an indemnity to principals clause under which the Relevant Authority shall be indemnified in respect of claims made against the Relevant Authority in respect of death or bodily injury or third party property damage arising out of or in connection with the Goods or Services and for which the Agency is legally liable.

### **2. HOW TO MANAGE THE INSURANCE**

2.1 Without limiting the other provisions of this Contract, the Agency shall:

- 2.1.1 take or procure the taking of all reasonable risk management and risk control measures in relation to Goods or Services as it would be reasonable to expect of a prudent contractor acting in accordance with Good Industry Practice, including the investigation and reports of relevant claims to insurers;
- 2.1.2 promptly notify the insurers in writing of any relevant material fact under any Insurances of which the Agency is or becomes aware; and
- 2.1.3 hold all policies in respect of the Insurances and cause any insurance broker effecting the Insurances to hold any insurance slips and other evidence of placing cover representing any of the Insurances to which it is a party.

### **3. WHAT HAPPENS IF YOU AREN'T INSURED**

- 3.1 The Agency shall not take any action or fail to take any action or (insofar as is reasonably within its power) permit anything to occur in relation to it which would entitle any insurer to refuse to pay any claim under any of the Insurances.
- 3.2 Where the Agency has failed to purchase or maintain any of the Insurances in full force and effect, the Relevant Authority may elect (but shall not be obliged) following written notice to the Agency to purchase the relevant Insurances and recover the reasonable premium and other reasonable costs incurred in connection therewith as a debt due from the Agency.



**4. EVIDENCE OF INSURANCE YOU MUST PROVIDE**

- 4.1 The Agency shall upon the Start Date and within 15 Working Days after the renewal of each of the Insurances, provide evidence, in a form satisfactory to the Relevant Authority, that the Insurances are in force and effect and meet in full the requirements of this Schedule.

**5. MAKING SURE YOU ARE INSURED TO THE REQUIRED AMOUNT**

- 5.1 The Agency shall ensure that any Insurances which are stated to have a minimum limit "in the aggregate" are maintained at all times for the minimum limit of indemnity specified in this Contract and if any claims are made which do not relate to this Contract then the Agency shall notify the Relevant Authority and provide details of its proposed solution for maintaining the minimum limit of indemnity.

**6. CANCELLED INSURANCE**

- 6.1 The Agency shall notify the Relevant Authority in writing at least five (5) Working Days prior to the cancellation, suspension, termination or non-renewal of any of the Insurances.
- 6.2 The Agency shall ensure that nothing is done which would entitle the relevant insurer to cancel, rescind or suspend any insurance or cover, or to treat any insurance, cover or claim as voided in whole or part. The Agency shall use all reasonable endeavours to notify the Relevant Authority (subject to third party confidentiality obligations) as soon as practicable when it becomes aware of any relevant fact, circumstance or matter which has caused, or is reasonably likely to provide grounds to, the relevant insurer to give notice to cancel, rescind, suspend or void any insurance, or any cover or claim under any insurance in whole or in part.

**7. INSURANCE CLAIMS**

- 7.1 The Agency shall promptly notify to insurers any matter arising from, or in relation to, the Goods or Services, or each Contract for which it may be entitled to claim under any of the Insurances. In the event that the Relevant Authority receives a claim relating to or arising out of a Contract or the Goods or Services, the Agency shall co-operate with the Relevant Authority and assist it in dealing with such claims including without limitation providing information and documentation in a timely manner.
- 7.2 Except where the Relevant Authority is the claimant party, the Agency shall give the Relevant Authority notice within twenty (20) Working Days after any insurance claim in excess of 10% of the sum required to be insured pursuant to Paragraph 5.1 relating to or arising out of the provision of the Goods or Services or this Contract on any of the Insurances or which, but for the application of the applicable policy excess, would be made on any of the Insurances and (if required by the Relevant Authority) full details of the incident giving rise to the claim.
- 7.3 Where any Insurance requires payment of a premium, the Agency shall be liable for and shall promptly pay such premium.

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- 7.4 Where any Insurance is subject to an excess or deductible below which the indemnity from insurers is excluded, the Agency shall be liable for such excess or deductible. The Agency shall not be entitled to recover from the Relevant Authority any sum paid by way of excess or deductible under the Insurances whether under the terms of this Contract or otherwise.
-

**ANNEX: REQUIRED INSURANCES**

The Agency shall hold the following standard insurance cover from the DPS Start Date in accordance with this Schedule:

1. professional indemnity insurance with cover (for a single event or a series of related events and in the aggregate) of not less than one million pounds (£1,000,000);
  2. public liability insurance with cover (for a single event or a series of related events and in the aggregate) of not less than one million pounds (£1,000,000); and
  3. employers' liability insurance with cover (for a single event or a series of related events and in the aggregate) with a minimum limit of indemnity as required by Law.
-

## Joint Schedule 4 (Commercially Sensitive Information)

### 1. What is the Commercially Sensitive Information?

- 1.1 In this Schedule the Parties have sought to identify the Agency's Confidential Information that is genuinely commercially sensitive and the disclosure of which would be the subject of an exemption under the FOIA and the EIRs.
- 1.2 Where possible, the Parties have sought to identify when any relevant Information will cease to fall into the category of Information to which this Schedule applies in the table below and in the Order Form (which shall be deemed incorporated into the table below).
- 1.3 Without prejudice to the Relevant Authority's obligation to disclose Information in accordance with FOIA or Clause 16 (When you can share information), the Relevant Authority will, in its sole discretion, acting reasonably, seek to apply the relevant exemption set out in the FOIA to the following Information:

| No. | Date | Item(s) | Duration of Confidentiality |
|-----|------|---------|-----------------------------|
|     |      | None    |                             |

## Joint Schedule 5 (Corporate Social Responsibility)

### 1. What we expect from the Agency

- 1.1 In September 2017, HM Government published a Supplier Code of Conduct setting out the standards and behaviours expected of suppliers who work with government.  
([https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/646497/2017-09-13\\_Official\\_Sensitive\\_Supplier\\_Code\\_of\\_Conduct\\_September\\_2017.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/646497/2017-09-13_Official_Sensitive_Supplier_Code_of_Conduct_September_2017.pdf))
- 1.2 CCS expects its suppliers and subcontractors to meet the standards set out in that Code. In addition, CCS expects its suppliers and subcontractors to comply with the standards set out in this Schedule.
- 1.3 The Agency acknowledges that the Client may have additional requirements in relation to corporate social responsibility. The Client expects that the Agency and its Subcontractors will comply with such corporate social responsibility requirements as the Client may notify to the Agency from time to time.

### 2. Equality and Accessibility

- 2.1 In addition to legal obligations, the Agency shall support CCS and the Client in fulfilling its Public Sector Equality duty under S149 of the Equality Act 2010 by ensuring that it fulfils its obligations under each Contract in a way that seeks to:

- 2.1.1 eliminate discrimination, harassment or victimisation of any kind; and

- 2.1.2 advance equality of opportunity and good relations between those with a protected characteristic (age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation, and marriage and civil partnership) and those who do not share it.

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### **3. Modern Slavery, Child Labour and Inhumane Treatment**

**"Modern Slavery Helpline"** means the mechanism for reporting suspicion, seeking help or advice and information on the subject of modern slavery available online at <https://www.modernslaveryhelpline.org/report> or by telephone on 08000 121 700.

#### **3.1 The Agency:**

- 3.1.1 shall not use, nor allow its Subcontractors to use forced, bonded or involuntary prison labour;
- 3.1.2 shall not require any Agency Staff or Subcontractor Staff to lodge deposits or identify papers with the Employer and shall be free to leave their employer after reasonable notice;
- 3.1.3 warrants and represents that it has not been convicted of any slavery or human trafficking offences anywhere around the world.
- 3.1.4 warrants that to the best of its knowledge it is not currently under investigation, inquiry or enforcement proceedings in relation to any allegation of slavery or human trafficking offences anywhere around the world.
- 3.1.5 shall make reasonable enquires to ensure that its officers, employees and Subcontractors have not been convicted of slavery or human trafficking offences anywhere around the world.
- 3.1.6 shall have and maintain throughout the term of each Contract its own policies and procedures to ensure its compliance with the Modern Slavery Act and include in its contracts with its Subcontractors anti-slavery and human trafficking provisions;

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- 3.1.7 shall implement due diligence procedures to ensure that there is no slavery or human trafficking in any part of its supply chain performing obligations under a Contract;
  - 3.1.8 shall prepare and deliver to CCS, an annual slavery and human trafficking report setting out the steps it has taken to ensure that slavery and human trafficking is not taking place in any of its supply chains or in any part of its business with its annual certification of compliance with Paragraph 3;
  - 3.1.9 shall not use, nor allow its employees or Subcontractors to use physical abuse or discipline, the threat of physical abuse, sexual or other harassment and verbal abuse or other forms of intimidation of its employees or Subcontractors;
  - 3.1.10 shall not use or allow child or slave labour to be used by its Subcontractors;
  - 3.1.11 shall report the discovery or suspicion of any slavery or trafficking by it or its Subcontractors to CCS, the Client and Modern Slavery Helpline.
- 

**4. Income Security****4.1 The Agency shall:**

- 
- 4.1.1 ensure that all wages and benefits paid for a standard working week meet, at a minimum, national legal standards in the country of employment;
  - 4.1.2 ensure that all Agency Staff are provided with written and understandable Information about their employment conditions in respect of wages before they enter employment and about the particulars of their wages for the pay period concerned each time that they are paid;
  - 4.1.3 ensure that all Workers are provided with written and understandable Information about their employment conditions in respect of wages before they enter employment and about the

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particulars of their wages for the pay period concerned each time that they are paid;

4.1.4 not make deductions from wages:

- (a) as a disciplinary measure
- (b) except where permitted by law; or
- (c) without expressed permission of the worker concerned;

4.1.5 record all disciplinary measures taken against Agency Staff; and

4.1.6 ensure that Agency Staff are engaged under a recognised employment relationship established through national law and practice.

## **5. Working Hours**

5.1 The Agency shall:

- 5.1.1 ensure that the working hours of Agency Staff comply with national laws, and any collective agreements;
- 5.1.2 Ensure that the working hours of Agency Staff, excluding overtime, shall be defined by contract, and shall not exceed 48 hours per week unless the individual has agreed in writing;
- 5.1.3 ensure that use of overtime is used responsibly, taking into account:



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- (a) the extent;
- (b) frequency; and
- (c) hours worked;

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by individuals and by the Agency Staff as a whole;

5.2 The total hours worked in any seven day period shall not exceed 60 hours, except where covered by Paragraph 5.3 below.

5.3 Working hours may exceed 60 hours in any seven day period only in exceptional circumstances where all of the following are met:

- 5.3.1 this is allowed by national law;
  - 5.3.2 this is allowed by a collective agreement freely negotiated with a workers' organisation representing a significant portion of the workforce;
  - 5.3.3 appropriate safeguards are taken to protect the workers' health and safety; and
  - 5.3.4 the employer can demonstrate that exceptional circumstances apply such as unexpected production peaks, accidents or emergencies.
-

- 5.4 All Agency Staff shall be provided with at least one (1) day off in every seven (7) day period or, where allowed by national law, two (2) days off in every fourteen (14) day period.

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## **6. Sustainability**

- 6.1 The Agency shall meet the applicable Government Buying Standards applicable to Goods or Services which can be found online at:

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<https://www.gov.uk/government/collections/sustainable-procurement-the-government-buying-standards-gbs>

## Joint Schedule 6 (Key Subcontractors)

### 1. Restrictions on certain subcontractors

- 1.1 The Agency is entitled to sub-contract its obligations under the DPS Contract to the Key Subcontractors identified on the Platform but this does not remove or reduce the Agency's liability for its performance of the Contract.
- 1.2 The Agency is entitled to sub-contract its obligations under an Order Contract to Key Subcontractors listed on the Platform who are specifically nominated in the Order Form but this does not remove or reduce the Agency's liability for its performance of the Contract.
- 1.3 Where during the Contract Period the Agency wishes to enter into a new Key Sub-contract or replace a Key Subcontractor, it must obtain the prior written consent of CCS and the Client and the Agency shall, at the time of requesting such consent, provide CCS and the Client with the information detailed in Paragraph 1.4. The decision of CCS and the Client to consent or not will not be unreasonably withheld or delayed. Where CCS consents to the appointment of a new Key Subcontractor then they will be added to the Platform. Where the Client consents to the appointment of a new Key Subcontractor then they will be added to the Key Subcontractor section of the Order Form. CCS and the Client may reasonably withhold their consent to the appointment of a Key Subcontractor if it considers that:

- 1.3.1 the appointment of a proposed Key Subcontractor may prejudice the provision of the Goods or Services or may be contrary to its interests;
- 1.3.2 the proposed Key Subcontractor is unreliable and/or has not provided reliable goods and or reasonable services to its other customers; and/or
- 1.3.3 the proposed Key Subcontractor employs unfit persons.

- 1.4 The Agency shall provide CCS and the Client with the following information in respect of the proposed Key Subcontractor:

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- 1.4.1 the proposed Key Subcontractor's name, registered office and company registration number;
  - 1.4.2 the scope/description of any Goods or Services to be provided by the proposed Key Subcontractor;
  - 1.4.3 where the proposed Key Subcontractor is an Affiliate of the Agency, evidence that demonstrates to the reasonable satisfaction of the CCS and the Client that the proposed Key Sub-Contract has been agreed on "arm's-length" terms;
  - 1.4.4 for the Client, the Key Sub-Contract price expressed as a percentage of the total projected Charges over the Order Contract Period; and
  - 1.4.5 (where applicable) Credit Rating Threshold (as defined in Joint Schedule 7 (Financial Distress)) of the Key Subcontractor.
- 

- 1.5 If requested by CCS and/or the Client, within ten (10) Working Days of receipt of the information provided by the Agency pursuant to Paragraph 1.4, the Agency shall also provide:
- 

- 1.5.1 a copy of the proposed Key Sub-Contract; and
  - 1.5.2 any further information reasonably requested by CCS and/or the Client.
- 

- 1.6 The Agency shall ensure that each new or replacement Key Sub-Contract shall include:

- 1.6.1 provisions which will enable the Agency to discharge its obligations under the Contracts including without limitation Order Schedule 15 (Order Contract Management);

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- 1.6.2 a right under CRTPA for CCS and the Client to enforce any provisions under the Key Sub-Contract which confer a benefit upon CCS and the Client respectively;
- 1.6.3 a provision enabling CCS and the Client to enforce the Key Sub-Contract as if it were the Agency;
- 1.6.4 a provision enabling the Agency to assign, novate or otherwise transfer any of its rights and/or obligations under the Key Sub-Contract to CCS and/or the Client;
- 1.6.5 obligations no less onerous on the Key Subcontractor than those imposed on the Agency under the DPS Contract in respect of:
  - (a) the data protection requirements set out in Clause 14 (Data protection);
  - (b) the confidentiality requirements set out in Clause 15 (What you must keep confidential);
  - (c) the FOIA and other access request requirements set out in Clause 16 (When you can share information);
  - (d) the obligation not to embarrass CCS or the Client or otherwise bring CCS or the Client into disrepute;
  - (e) the keeping of records in respect of the goods and/or services being provided under the Key Sub-Contract, including the maintenance of Open Book Data; and
  - (f) the conduct of audits set out in Clause 6 (Record keeping and reporting);
- 1.6.6 provisions enabling the Agency to terminate the Key Sub-Contract on notice on terms no more onerous on the Agency than those imposed on CCS and the Client under Clauses 10.4 (When CCS or the Client can end this contract) and 10.5 (What happens if the contract ends) of this Contract; and
- 1.6.7 a provision restricting the ability of the Key Subcontractor to sub-contract all or any part of the provision of the Goods or Services provided to the Agency under the Key Sub-Contract without first seeking the written consent of CCS and the Client.

## Joint Schedule 7 (Financial Difficulties)

### 1. Definitions

- 1.1 In this Schedule, the following words shall have the following meanings and they shall supplement Joint Schedule 1 (Definitions):

|                                   |   |
|-----------------------------------|---|
| <b>"Credit Rating Threshold"</b>  | the minimum credit rating level for the Monitored Company as set out in Annex 2;  |
| <b>"Financial Distress Event"</b> | <p>the occurrence of one or more of the following events:</p> <ul style="list-style-type: none"><li>a) the credit rating of the Monitored Company dropping below the applicable Credit Rating Threshold;</li><li>b) the Monitored Company issuing a profits warning to a stock exchange or making any other public announcement about a material deterioration in its financial position or prospects;</li><li>c) there being a public investigation into improper financial accounting and reporting, suspected fraud or any other impropriety of the Monitored Company;</li><li>d) Monitored Company committing a material breach of covenant to its lenders;</li><li>e) a Key Subcontractor (where applicable) notifying CCS that the Agency has not satisfied any sums properly due under a specified invoice and not subject to a genuine dispute; or</li><li>f) any of the following:<ul style="list-style-type: none"><li>i) commencement of any litigation against the Monitored Company with respect to financial indebtedness or obligations under a contract;</li><li>ii) non-payment by the Monitored Company of any financial indebtedness;</li><li>iii) any financial indebtedness of the Monitored Company becoming due as a result of an event of default; or</li></ul></li></ul> |

iv) the cancellation or suspension of any financial indebtedness in respect of the Monitored Company

in each case which CCS reasonably believes (or would be likely reasonably to believe) could directly impact on the continued performance of any Contract and delivery of the Goods or Services in accordance with any Order Contract;

**"Financial Distress Service Continuity Plan"** a plan setting out how the Agency will ensure the continued performance and delivery of the Goods or Services in accordance with [each Order] Contract in the event that a Financial Distress Event occurs;

**"Rating Agencies"** the rating agencies listed in Annex 1.

## 2. When this Schedule applies

- 2.1 The Parties shall comply with the provisions of this Schedule in relation to the assessment of the financial standing of the Monitored Companies and the consequences of a change to that financial standing.
- 2.2 The terms of this Schedule shall survive termination or expiry of this Contract:
- 2.2.1 under the DPS Contract until the later of (a) the termination or expiry of the DPS Contract or (b) the latest date of termination or expiry of any Order contract entered into under the DPS Contract (which might be after the date of termination or expiry of the DPS Contract); and
- 2.2.2 under the Order Contract until the termination or expiry of the Order Contract.

## 3. What happens when your credit rating changes

- 3.1 The Agency warrants and represents to CCS that as at the Start Date the long term credit ratings issued for the Monitored Companies by each of the Rating Agencies are as set out in Annex 2.
- 3.2 The Agency shall promptly (and in any event within five (5) Working Days) notify CCS in writing if there is any downgrade in the credit rating issued by any Rating Agency for a Monitored Company.
- 3.3 The Agency shall:
- 3.3.1 regularly monitor the credit ratings of each Monitored Company with the Rating Agencies; and
- 3.3.2 promptly notify (or shall procure that its auditors promptly notify) CCS in writing following the occurrence of a Financial Distress Event or any fact, circumstance or matter which could cause a Financial Distress Event and, in any event, ensure that such notification is made

within 10 Working Days of the date on which the Agency first becomes aware of the Financial Distress Event or the fact, circumstance or matter which could cause a Financial Distress Event.

- 3.4 For the purposes of determining whether a Financial Distress Event has occurred the credit rating of the Monitored Company shall be deemed to have dropped below the applicable Credit Rating Threshold if any of the Rating Agencies have rated the Monitored Company at or below the applicable Credit Rating Threshold.

#### **4. What happens if there is a financial distress event**

- 4.1 In the event of a Financial Distress Event then, immediately upon notification of the Financial Distress Event (or if CCS becomes aware of the Financial Distress Event without notification and brings the event to the attention of the Agency), the Agency shall have the obligations and CCS shall have the rights and remedies as set out in Paragraphs 4.3 to 4.6.
- 4.2 In the event that a Financial Distress Event arises due to a Key Subcontractor notifying CCS that the Agency has not satisfied any sums properly due under a specified invoice and not subject to a genuine dispute then, CCS shall not exercise any of its rights or remedies under Paragraph 4.3 without first giving the Agency ten (10) Working Days to:
- 4.2.1 rectify such late or non-payment; or
- 4.2.2 demonstrate to CCS's reasonable satisfaction that there is a valid reason for late or non-payment.]
- 4.3 The Agency shall and shall procure that the other Monitored Companies shall:
- 4.3.1 at the request of CCS meet CCS as soon as reasonably practicable (and in any event within three (3) Working Days of the initial notification (or awareness) of the Financial Distress Event) to review the effect of the Financial Distress Event on the continued performance of each Contract and delivery of the Goods or Services in accordance each Order Contract; and
- 4.3.2 where CCS reasonably believes (taking into account the discussions and any representations made under Paragraph 4.3.1) that the Financial Distress Event could impact on the continued performance of each Contract and delivery of the Goods or Services in accordance with each Order Contract:
- (a) submit to CCS for its Approval, a draft Financial Distress Service Continuity Plan as soon as reasonably practicable (and in any event, within ten (10) Working Days of the initial notification (or awareness) of the Financial Distress Event); and
- (b) provide such financial information relating to the Monitored Company as CCS may reasonably require.
- 4.4 If CCS does not (acting reasonably) approve the draft Financial Distress Service Continuity Plan, it shall inform the Agency of its reasons and the Agency shall take those reasons into account in the preparation of a further



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draft Financial Distress Service Continuity Plan, which shall be resubmitted to CCS within five (5) Working Days of the rejection of the first or subsequent (as the case may be) drafts. This process shall be repeated until the Financial Distress Service Continuity Plan is Approved by CCS or referred to the Dispute Resolution Procedure.

- 4.5 If CCS considers that the draft Financial Distress Service Continuity Plan is insufficiently detailed to be properly evaluated, will take too long to complete or will not remedy the relevant Financial Distress Event, then it may either agree a further time period for the development and agreement of the Financial Distress Service Continuity Plan or escalate any issues with the draft Financial Distress Service Continuity Plan using the Dispute Resolution Procedure.
- 4.6 Following Approval of the Financial Distress Service Continuity Plan by CCS, the Agency shall:
  - 4.6.1 on a regular basis (which shall not be less than Monthly), review the Financial Distress Service Continuity Plan and assess whether it remains adequate and up to date to ensure the continued performance of each Contract and delivery of the Goods or Services in accordance with each Order Contract;
  - 4.6.2 where the Financial Distress Service Continuity Plan is not adequate or up to date in accordance with Paragraph 4.6.1, submit an updated Financial Distress Service Continuity Plan to CCS for its Approval, and the provisions of Paragraphs 4.5 and 4.6 shall apply to the review and Approval process for the updated Financial Distress Service Continuity Plan; and
  - 4.6.3 comply with the Financial Distress Service Continuity Plan (including any updated Financial Distress Service Continuity Plan).
- 4.7 Where the Agency reasonably believes that the relevant Financial Distress Event (or the circumstance or matter which has caused or otherwise led to it) no longer exists, it shall notify CCS and subject to the agreement of the Parties, the Agency may be relieved of its obligations under Paragraph 4.6.4.6.
- 4.8 CCS shall be able to share any information it receives from the Client in accordance with this Paragraph with any Buyer who has entered into an Order Contract with the Agency.

**5. When CCS or the Client can terminate for financial distress**

- 5.1 CCS shall be entitled to terminate this Contract and Clients shall be entitled to terminate their Order Contracts for material Default if:
  - 5.1.1 the Agency fails to notify CCS of a Financial Distress Event in accordance with Paragraph 3.4;
  - 5.1.2 CCS and the Agency fail to agree a Financial Distress Service Continuity Plan (or any updated Financial Distress Service Continuity Plan) in accordance with Paragraphs 4.3 to 4.5; and/or

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5.1.3 the Agency fails to comply with the terms of the Financial Distress Service Continuity Plan (or any updated Financial Distress Service Continuity Plan) in accordance with Paragraph 4.6.3.

5.2 If the Contract is terminated in accordance with Paragraph 5.1, Clauses 10.6.1 and 10.6.2 of the Core Terms shall apply as if the Contract had been terminated under Clause 10.4.1.

**6. What happens If your credit rating is still good**

6.1 Without prejudice to the Agency's obligations and CCS' and the Client's rights and remedies under Paragraph 5, if, following the occurrence of a Financial Distress Event, the Rating Agencies review and report subsequently that the credit ratings do not drop below the relevant Credit Rating Threshold, then:

6.1.1 the Agency shall be relieved automatically of its obligations under Paragraphs 4.3 to 4.6; and

6.1.2 CCS shall not be entitled to require the Agency to provide financial information in accordance with Paragraph 4.3.2(b).

**ANNEX 1: RATING AGENCIES**

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## Joint Schedule 10 (Rectification Plan)

| Request for [Revised] Rectification Plan                 |  |                  |  |
|--|--|------------------|--|
| Details of the Default:                                  | <b>[Guidance:</b> Explain the Default, with clear schedule and clause references as appropriate] |                  |  |
| Deadline for receiving the [Revised] Rectification Plan: | [add date (minimum 10 days from request)]  |                  |  |
| Signed by [CCS/Client]:                                  |  | Date:            |  |
| Agency [Revised] Rectification Plan                      |  |                  |  |
| Cause of the Default                                     | [add cause]  |                  |  |
| Anticipated impact assessment:                           | [add impact]   |                  |  |
| Actual effect of Default:                                | [add effect]   |                  |  |
| Steps to be taken to rectification:                      | <b>Steps</b>   | <b>Timescale</b> |  |
|  | 1.   | [date]           |  |
|  | 2.   | [date]           |  |
|  | 3.   | [date]           |  |
|  | 4.   | [date]           |  |
|  | [...]  | [date]           |  |
| Timescale for complete Rectification of Default          | [X] Working Days   |                  |  |
| Steps taken to prevent recurrence of Default             | <b>Steps</b>   | <b>Timescale</b> |  |
|  | 1.   | [date]           |  |
|  | 2.   | [date]           |  |
|  | 3.   | [date]           |  |
|  | 4.   | [date]           |  |
|  | [...]  | [date]           |  |
| Signed by the Agency:                                    |  | Date:            |  |
| Review of Rectification Plan [CCS/Client]                |  |                  |  |
| Outcome of review  | [Plan Accepted] [Plan Rejected] [Revised Plan Requested]   |                  |  |

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|  |               |       |  |
|--|---------------|-------|--|
| Reasons for Rejection<br>(if applicable) | [add reasons] |       |  |
| Signed by [CCS/Client]                   |               | Date: |  |

## Joint Schedule 11 (Processing Data)

### Definitions

1. In this Schedule, the following words shall have the following meanings and they shall supplement Joint Schedule 1 (Definitions):  
  

|                              |   |
|------------------------------|---|
| <b>“Processor Personnel”</b> | all directors, officers, employees, agents, consultants and suppliers of the Processor and/or of any Subprocessor engaged in the performance of its obligations under a Contract; |
|------------------------------|---|

### Status of the Controller

2. The Parties acknowledge that for the purposes of the Data Protection Legislation, the nature of the activity carried out by each of them in relation to their respective obligations under a Contract dictates the status of each party under the DPA 2018. A Party may act as:
  - (a) “Controller” in respect of the other Party who is “Processor”;
  - (b) “Processor” in respect of the other Party who is “Controller”;
  - (c) “Joint Controller” with the other Party;
  - (d) “Independent Controller” of the Personal Data where the other Party is also “Controller”,  
  
in respect of certain Personal Data under a Contract and shall specify in Annex 1 (*Processing Personal Data*) which scenario they think shall apply in each situation.

### Where one Party is Controller and the other Party its Processor

3. Where a Party is a Processor, the only Processing that it is authorised to do is listed in Annex 1 (*Processing Personal Data*) by the Controller.
4. The Processor shall notify the Controller immediately if it considers that any of the Controller’s instructions infringe the Data Protection Legislation.
5. The Processor shall provide all reasonable assistance to the Controller in the preparation of any Data Protection Impact Assessment prior to commencing any Processing. Such assistance may, at the discretion of the Controller, include:
  - (a) a systematic description of the envisaged Processing and the purpose of the Processing;

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- (b) an assessment of the necessity and proportionality of the Processing in relation to the Goods or Services;
  - (c) an assessment of the risks to the rights and freedoms of Data Subjects; and
  - (d) the measures envisaged to address the risks, including safeguards, security measures and mechanisms to ensure the protection of Personal Data.
6. The Processor shall, in relation to any Personal Data Processed in connection with its obligations under the Contract:
- (a) Process that Personal Data only in accordance with Annex 1 (*Processing Personal Data*), unless the Processor is required to do otherwise by Law. If it is so required the Processor shall notify the Controller before Processing the Personal Data unless prohibited by Law;
  - (b) ensure that it has in place Protective Measures, including in the case of the Agency the measures set out in Clause 14.3 of the Core Terms, which the Controller may reasonably reject (but failure to reject shall not amount to approval by the Controller of the adequacy of the Protective Measures) having taken account of the:
    - (i) nature of the data to be protected;
    - (ii) harm that might result from a Personal Data Breach;
    - (iii) state of technological development; and
    - (iv) cost of implementing any measures;
  - (c) ensure that:
    - (i) the Processor Personnel do not Process Personal Data except in accordance with the Contract (and in particular Annex 1 (*Processing Personal Data*));
    - (ii) it takes all reasonable steps to ensure the reliability and integrity of any Processor Personnel who have access to the Personal Data and ensure that they:
      - (A) are aware of and comply with the Processor's duties under this Joint Schedule 11, Clauses 14 (*Data protection*), 15 (*What you must keep confidential*) and 16 (*When you can share information*);
      - (B) are subject to appropriate confidentiality undertakings with the Processor or any Subprocessor;
      - (C) are informed of the confidential nature of the Personal Data and do not publish, disclose or divulge any of the Personal Data to any third party unless directed in writing to do so by the Controller or as otherwise permitted by the Contract; and

- (D) have undergone adequate training in the use, care, protection and handling of Personal Data;
  - (d) not transfer Personal Data outside of the EU unless the prior written consent of the Controller has been obtained and the following conditions are fulfilled:
    - (i) the Controller or the Processor has provided appropriate safeguards in relation to the transfer (whether in accordance with UK GDPR Article 46 or LED Article 37) as determined by the Controller;
    - (ii) the Data Subject has enforceable rights and effective legal remedies;
    - (iii) the Processor 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 Controller in meeting its obligations); and
    - (iv) the Processor complies with any reasonable instructions notified to it in advance by the Controller with respect to the Processing of the Personal Data; and
  - (e) at the written direction of the Controller, delete or return Personal Data (and any copies of it) to the Controller on termination of the Contract unless the Processor is required by Law to retain the Personal Data.
7. Subject to paragraph 7 of this Joint Schedule 11, the Processor shall notify the Controller immediately if in relation to it Processing Personal Data under or in connection with the Contract it:
- (a) receives a Data Subject Access Request (or purported Data Subject Access Request);
  - (b) receives a request to rectify, block or erase any Personal Data;
  - (c) receives any other request, complaint or communication relating to either Party's obligations under the Data Protection Legislation;
  - (d) receives any communication from the Information Commissioner or any other regulatory authority in connection with Personal Data Processed under the Contract;
  - (e) 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
  - (f) becomes aware of a Personal Data Breach.
8. The Processor's obligation to notify under paragraph 6 of this Joint Schedule 11 shall include the provision of further information to the Controller, as details become available.

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9. Taking into account the nature of the Processing, the Processor shall provide the Controller with assistance in relation to either Party's obligations under Data Protection Legislation and any complaint, communication or request made under paragraph 6 of this Joint Schedule 11 (and insofar as possible within the timescales reasonably required by the Controller) including by immediately providing:
  - (a) the Controller with full details and copies of the complaint, communication or request;
  - (b) such assistance as is reasonably requested by the Controller to enable it to comply with a Data Subject Access Request within the relevant timescales set out in the Data Protection Legislation;
  - (c) the Controller, at its request, with any Personal Data it holds in relation to a Data Subject;
  - (d) assistance as requested by the Controller following any Personal Data Breach; and/or
  - (e) assistance as requested by the Controller with respect to any request from the Information Commissioner's Office, or any consultation by the Controller with the Information Commissioner's Office.
10. The Processor shall maintain complete and accurate records and information to demonstrate its compliance with this Joint Schedule 11. This requirement does not apply where the Processor employs fewer than 250 staff, unless:
  - (a) the Controller determines that the Processing is not occasional;
  - (b) the Controller determines the Processing includes special categories of data as referred to in Article 9(1) of the UK GDPR or Personal Data relating to criminal convictions and offences referred to in Article 10 of the UK GDPR; or
  - (c) the Controller determines that the Processing is likely to result in a risk to the rights and freedoms of Data Subjects.
11. The Processor shall allow for audits of its Data Processing activity by the Controller or the Controller's designated auditor.
12. The Parties shall designate a Data Protection Officer if required by the Data Protection Legislation.
13. Before allowing any Subprocessor to Process any Personal Data related to the Contract, the Processor must:
  - (a) notify the Controller in writing of the intended Subprocessor and Processing;
  - (b) obtain the written consent of the Controller;
  - (c) enter into a written agreement with the Subprocessor which give effect to the terms set out in this Joint Schedule 11 such that they apply to the Subprocessor; and



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- (d) provide the Controller with such information regarding the Subprocessor as the Controller may reasonably require.
- 14. The Processor shall remain fully liable for all acts or omissions of any of its Subprocessors.
- 15. The Relevant Authority may, at any time on not less than thirty (30) Working Days' notice, revise this Joint Schedule 11 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 the Contract).
- 16. The Parties agree to take account of any guidance issued by the Information Commissioner's Office. The Relevant Authority may on not less than thirty (30) Working Days' notice to the Agency amend the Contract to ensure that it complies with any guidance issued by the Information Commissioner's Office.

**Where the Parties are Joint Controllers of Personal Data**

- 17. In the event that the Parties are Joint Controllers in respect of Personal Data under the Contract, the Parties shall implement paragraphs that are necessary to comply with UK GDPR Article 26 based on the terms set out in Annex 2 to this Joint Schedule 11.

**Independent Controllers of Personal Data**

- 18. With respect to Personal Data provided by one Party to another Party for which each Party acts as Controller but which is not under the Joint Control of the Parties, each Party undertakes to comply with the applicable Data Protection Legislation in respect of their Processing of such Personal Data as Controller.
- 19. Each Party shall Process the Personal Data in compliance with its obligations under the Data Protection Legislation and not do anything to cause the other Party to be in breach of it.
- 20. Where a Party has provided Personal Data to the other Party in accordance with paragraph 8 of this Joint Schedule 11 above, the recipient of the Personal Data will provide all such relevant documents and information relating to its data protection policies and procedures as the other Party may reasonably require.
- 21. The Parties shall be responsible for their own compliance with Articles 13 and 14 UK GDPR in respect of the Processing of Personal Data for the purposes of the Contract.
- 22. The Parties shall only provide Personal Data to each other:

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- (a) to the extent necessary to perform their respective obligations under the Contract;
  - (b) in compliance with the Data Protection Legislation (including by ensuring all required data privacy information has been given to affected Data Subjects to meet the requirements of Articles 13 and 14 of the UK GDPR); and
  - (c) where it has recorded it in Annex 1 (*Processing Personal Data*).
23. Taking into account the state of the art, the costs of implementation and the nature, scope, context and purposes of Processing as well as the risk of varying likelihood and severity for the rights and freedoms of natural persons, each Party shall, with respect to its Processing of Personal Data as Independent Controller, implement and maintain appropriate technical and organisational measures to ensure a level of security appropriate to that risk, including, as appropriate, the measures referred to in Article 32(1)(a), (b), (c) and (d) of the UK GDPR, and the measures shall, at a minimum, comply with the requirements of the Data Protection Legislation, including Article 32 of the UK GDPR.
24. A Party Processing Personal Data for the purposes of the Contract shall maintain a record of its Processing activities in accordance with Article 30 UK GDPR and shall make the record available to the other Party upon reasonable request.
25. Where a Party receives a request by any Data Subject to exercise any of their rights under the Data Protection Legislation in relation to the Personal Data provided to it by the other Party pursuant to the Contract (**“Request Recipient”**):
- (a) the other Party shall provide any information and/or assistance as reasonably requested by the Request Recipient to help it respond to the request or correspondence, at the cost of the Request Recipient; or
  - (b) where the request or correspondence is directed to the other Party and/or relates to that other Party's Processing of the Personal Data, the Request Recipient will:
    - (i) promptly, and in any event within five (5) Working Days of receipt of the request or correspondence, inform the other Party that it has received the same and shall forward such request or correspondence to the other Party; and
    - (ii) provide any information and/or assistance as reasonably requested by the other Party to help it respond to the request or correspondence in the timeframes specified by Data Protection Legislation.

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26. Each Party shall promptly notify the other Party upon it becoming aware of any Personal Data Breach relating to Personal Data provided by the other Party pursuant to the Contract and shall:
  - (a) do all such things as reasonably necessary to assist the other Party in mitigating the effects of the Personal Data Breach;
  - (b) implement any measures necessary to restore the security of any compromised Personal Data;
  - (c) work with the other Party to make any required notifications to the Information Commissioner's Office and affected Data Subjects in accordance with the Data Protection Legislation (including the timeframes set out therein); and
  - (d) not do anything which may damage the reputation of the other Party or that Party's relationship with the relevant Data Subjects, save as required by Law.
27. Personal Data provided by one Party to the other Party may be used exclusively to exercise rights and obligations under the Contract as specified in Annex 1 (*Processing Personal Data*).
28. Personal Data shall not be retained or processed for longer than is necessary to perform each Party's respective obligations under the Contract which is specified in Annex 1 (*Processing Personal Data*).
29. Notwithstanding the general application of paragraphs 2 to 16 of this Joint Schedule 11 to Personal Data, where the Agency is required to exercise its regulatory and/or legal obligations in respect of Personal Data, it shall act as an Independent Controller of Personal Data in accordance with paragraphs 18 to 27 of this Joint Schedule 11.

## Annex 1 - Processing Personal Data

This Annex shall be completed by the Controller, who may take account of the view of the Processors, however the final decision as to the content of this Annex shall be with the Relevant Authority at its absolute discretion.

- 1.1 [REDACTED]  
[REDACTED]  
[REDACTED]
- 1.2 The contact details of the Agency's Data Protection Officer are: [REDACTED]  
Barley Communications Limited, 71-75 Shelton Street, London WC2H 9JQ
- 1.3 The Processor shall comply with any further written instructions with respect to Processing by the Controller.
- 1.4 Any such further instructions shall be incorporated into this Annex.

| Description   | Details  |
|---|--|
| Identity of Controller for each Category of Personal Data | The Parties acknowledge that for the purposes of the Data Protection Legislation:<br><b>The Parties are Independent Controllers of Personal Data</b> |
| Duration of the Processing                                | Not applicable – no personal data is transferred   |
| Nature and purposes of the Processing                     | Not applicable – no personal data is transferred   |
| Type of Personal Data                                     | Not applicable – no personal data is transferred   |
| Categories of Data Subject                                | Not applicable – no personal data is transferred   |

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|   |  |
|---|--|
| Plan for return and destruction of the data once the Processing is complete<br><br>UNLESS requirement under Union or Member State law to preserve that type of data | Not applicable – no personal data is transferred |
|---|--|

## **Annex 2 - Joint Controller Agreement – NOT USED**

### **1. Joint Controller Status and Allocation of Responsibilities**

1.1 With respect to Personal Data under Joint Control of the Parties, the Parties envisage that they shall each be a Data Controller in respect of that Personal Data in accordance with the terms of this Annex 2 (Joint Controller Agreement) in replacement of paragraphs 2-15 of Joint Schedule 11 (Where one Party is Controller and the other Party is Processor) and paragraphs 7-27 of Joint Schedule 11 (Independent Controllers of Personal Data). Accordingly, the Parties each undertake to comply with the applicable Data Protection Legislation in respect of their Processing of such Personal Data as Data Controllers.

1.2 The Parties agree that the [Agency/Relevant Authority]:

- (a) is the exclusive point of contact for Data Subjects and is responsible for all steps necessary to comply with the UK GDPR regarding the exercise by Data Subjects of their rights under the UK GDPR;
- (b) shall direct Data Subjects to its Data Protection Officer or suitable alternative in connection with the exercise of their rights as Data Subjects and for any enquiries concerning their Personal Data or privacy;
- (c) is solely responsible for the Parties' compliance with all duties to provide information to Data Subjects under Articles 13 and 14 of the UK GDPR;
- (d) is responsible for obtaining the informed consent of Data Subjects, in accordance with the UK GDPR, for Processing in connection with the Goods or Services where consent is the relevant legal basis for that Processing; and
- (e) shall make available to Data Subjects the essence of this Annex (and notify them of any changes to it) concerning the allocation of responsibilities as Joint Controller and its role as exclusive point of contact, the Parties having used their best endeavours to agree the terms of that essence. This must be outlined in the [Agency's/Relevant Authority's] privacy policy (which must be readily available by hyperlink or otherwise on all of its public facing services and marketing).

1.3 Notwithstanding the terms of clause 1.2, the Parties acknowledge that a Data Subject has the right to exercise their legal rights under the Data Protection Legislation as against the relevant Party as Controller.

### **2. Undertakings of both Parties**

2.1 The Agency and the Relevant Authority each undertake that they shall:

- (a) report to the other Party every [x] months on:

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- (i) the volume of Data Subject Access Request (or purported Data Subject Access Requests) from Data Subjects (or third parties on their behalf);
- (ii) the volume of requests from Data Subjects (or third parties on their behalf) to rectify, block or erase any Personal Data;
- (iii) any other requests, complaints or communications from Data Subjects (or third parties on their behalf) relating to the other Party's obligations under applicable Data Protection Legislation;
- (iv) any communications from the Information Commissioner or any other regulatory authority in connection with Personal Data; and
- (v) any requests from any third party for disclosure of Personal Data where compliance with such request is required or purported to be required by Law,

that it has received in relation to the subject matter of the Contract during that period;

- (b) notify each other immediately if it receives any request, complaint or communication made as referred to in Clauses 2.1(a)(i) to (v);
- (c) provide the other Party with full cooperation and assistance in relation to any request, complaint or communication made as referred to in Clauses 2.1(a)(iii) to (v) to enable the other Party to comply with the relevant time-scales set out in the Data Protection Legislation;
- (d) not disclose or transfer the Personal Data to any third party unless necessary for the provision of the Goods or Services and, for any disclosure or transfer of Personal Data to any third party, (save where such disclosure or transfer is specifically authorised under the Contract or is required by Law) ensure consent has been obtained from the Data Subject prior to disclosing or transferring the Personal Data to the third party. For the avoidance of doubt, the third party to which Personal Data is transferred must be subject to equivalent obligations which are no less onerous than those set out in this Annex;
- (e) request from the Data Subject only the minimum information necessary to provide the Goods or Services and treat such extracted information as Confidential Information;
- (f) ensure that at all times it has in place appropriate Protective Measures to guard against unauthorised or unlawful Processing of the Personal Data and/or accidental loss, destruction or damage to the Personal Data and unauthorised or unlawful disclosure of or access to the Personal Data;

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- (g) take all reasonable steps to ensure the reliability and integrity of any of its Personnel who have access to the Personal Data and ensure that its Personnel:
  - (i) are aware of and comply with their duties under this Annex 2 (Joint Controller Agreement) and those in respect of Confidential Information;
  - (ii) are informed of the confidential nature of the Personal Data, are subject to appropriate obligations of confidentiality and do not publish, disclose or divulge any of the Personal Data to any third party where the that Party would not be permitted to do so; and
  - (iii) have undergone adequate training in the use, care, protection and handling of personal data as required by the applicable Data Protection Legislation;
- (h) ensure that it has in place Protective Measures as appropriate to protect against a Personal Data Breach having taken account of the:
  - (i) nature of the data to be protected;
  - (ii) harm that might result from a Personal Data Breach;
  - (iii) state of technological development; and
  - (iv) cost of implementing any measures;
- (i) ensure that it has the capability (whether technological or otherwise), to the extent required by Data Protection Legislation, to provide or correct or delete at the request of a Data Subject all the Personal Data relating to that Data Subject that it holds; and
- (j) ensure that it notifies the other Party as soon as it becomes aware of a Personal Data Breach.

2.2 Each Joint Controller shall use its reasonable endeavours to assist the other Controller to comply with any obligations under applicable Data Protection Legislation and shall not perform its obligations under this Annex in such a way as to cause the other Joint Controller to breach any of its obligations under applicable Data Protection Legislation to the extent it is aware, or ought reasonably to have been aware, that the same would be a breach of such obligations.

**3. Data Protection Breach**



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- 3.1 Without prejudice to clause 3.2, each Party shall notify the other Party promptly and without undue delay, and in any event within 48 hours, upon becoming aware of any Personal Data Breach or circumstances that are likely to give rise to a Personal Data Breach, providing the other Party and its advisors with:
- (a) sufficient information and in a timescale, which allows the other Party to meet any obligations to report a Personal Data Breach under the Data Protection Legislation; and
  - (b) all reasonable assistance, including:
    - (i) co-operation with the other Party and the Information Commissioner investigating the Personal Data Breach and its cause, containing and recovering the compromised Personal Data and compliance with the applicable guidance;
    - (ii) co-operation with the other Party including taking such reasonable steps as are directed by the other Party to assist in the investigation, mitigation and remediation of a Personal Data Breach;
    - (iii) co-ordination with the other Party regarding the management of public relations and public statements relating to the Personal Data Breach; and/or
    - (iv) providing the other Party and to the extent instructed by the other Party to do so, and/or the Information Commissioner investigating the Personal Data Breach, with complete information relating to the Personal Data Breach, including, without limitation, the information set out in Clause 3.2.
- 3.2 Each Party shall take all steps to restore, re-constitute and/or reconstruct any Personal Data where it has lost, damaged, destroyed, altered or corrupted as a result of a Personal Data Breach as it was that Party's own data at its own cost with all possible speed and shall provide the other Party with all reasonable assistance in respect of any such Personal Data Breach, including providing the other Party, as soon as possible and within 48 hours of the Personal Data Breach relating to the Personal Data Breach, in particular:
- (a) the nature of the Personal Data Breach;
  - (b) the nature of Personal Data affected;
  - (c) the categories and number of Data Subjects concerned;
  - (d) the name and contact details of the Agency's Data Protection Officer or other relevant contact from whom more information may be obtained;

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(e) measures taken or proposed to be taken to address the Personal Data Breach; and

(f) describe the likely consequences of the Personal Data Breach.

**4. Audit**

4.1 The Agency shall permit:

(a) the Relevant Authority, or a third-party auditor acting under the Relevant Authority's direction, to conduct, at the Relevant Authority's cost, data privacy and security audits, assessments and inspections concerning the Agency's data security and privacy procedures relating to Personal Data, its compliance with this Annex 2 and the Data Protection Legislation; and/or

(b) the Relevant Authority, or a third-party auditor acting under the Relevant Authority's direction, access to premises at which the Personal Data is accessible or at which it is able to inspect any relevant records, including the record maintained under Article 30 UK GDPR by the Agency so far as relevant to the Contract, and procedures, including premises under the control of any third party appointed by the Agency to assist in the provision of the Goods or Services.

4.2 The Relevant Authority may, in its sole discretion, require the Agency to provide evidence of the Agency's compliance with Clause 4.1 in lieu of conducting such an audit, assessment or inspection.

**5. Impact Assessments**

5.1 The Parties shall:

(a) provide all reasonable assistance to each other to prepare any Data Protection Impact Assessment as may be required (including provision of detailed information and assessments in relation to Processing operations, risks and measures); and

(b) maintain full and complete records of all Processing carried out in respect of the Personal Data in connection with the Contract, in accordance with the terms of Article 30 UK GDPR.

**6. ICO Guidance**

The Parties agree to take account of any guidance issued by the Information Commissioner and/or any relevant Central Government Body. The Relevant Authority may on not less than thirty (30) Working Days' notice to the Agency amend the Contract to ensure that it complies with any guidance issued by the Information Commissioner and/or any relevant Central Government Body.

## 7. Liabilities for Data Protection Breach

- 7.1 If financial penalties are imposed by the Information Commissioner on either the Relevant Authority or the Agency for a Personal Data Breach ("**Financial Penalties**") then the following shall occur:
- (a) if in the view of the Information Commissioner, the Relevant Authority is responsible for the Personal Data Breach, in that it is caused as a result of the actions or inaction of the Relevant Authority, its employees, agents, contractors (other than the Agency) or systems and procedures controlled by the Relevant Authority, then the Relevant Authority shall be responsible for the payment of such Financial Penalties. In this case, the Relevant Authority will conduct an internal audit and engage at its reasonable cost when necessary, an independent third party to conduct an audit of any such Personal Data Breach. The Agency shall provide to the Relevant Authority and its third party investigators and auditors, on request and at the Agency's reasonable cost, full cooperation and access to conduct a thorough audit of such Personal Data Breach;
  - (b) if in the view of the Information Commissioner, the Agency is responsible for the Personal Data Breach, in that it is not a Personal Data Breach that the Relevant Authority is responsible for, then the Agency shall be responsible for the payment of these Financial Penalties. The Agency will provide to the Relevant Authority and its auditors, on request and at the Agency's sole cost, full cooperation and access to conduct a thorough audit of such Personal Data Breach; or
  - (c) if no view as to responsibility is expressed by the Information Commissioner, then the Relevant Authority and the Agency shall work together to investigate the relevant Personal Data Breach and allocate responsibility for any Financial Penalties as outlined above, or by agreement to split any financial penalties equally if no responsibility for the Personal Data Breach can be apportioned. In the event that the Parties do not agree such apportionment then such Dispute shall be referred to the Dispute Resolution Procedure set out in Clause 34 of the Core Terms (Resolving disputes).
- 7.2 If either the Relevant Authority or the Agency is the defendant in a legal claim brought before a court of competent jurisdiction ("Court") by a third party in respect of a Personal Data Breach, then unless the Parties otherwise agree, the Party that is determined by the final decision of the court to be responsible for the Personal Data Breach shall be liable for the losses arising from such Personal Data Breach. Where both Parties are liable, the liability will be apportioned between the Parties in accordance with the decision of the Court.
- 7.3 In respect of any losses, cost claims or expenses incurred by either Party as a result of a Personal Data Breach (the "Claim Losses"):

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- (a) if the Relevant Authority is responsible for the relevant Personal Data Breach, then the Relevant Authority shall be responsible for the Claim Losses;
- (b) if the Agency is responsible for the relevant Personal Data Breach, then the Agency shall be responsible for the Claim Losses: and
- (c) if responsibility for the relevant Personal Data Breach is unclear, then the Relevant Authority and the Agency shall be responsible for the Claim Losses equally.

7.4 Nothing in either clause 7.2 or clause 7.3 shall preclude the Relevant Authority and the Agency reaching any other agreement, including by way of compromise with a third party complainant or claimant, as to the apportionment of financial responsibility for any Claim Losses as a result of a Personal Data Breach, having regard to all the circumstances of the Personal Data Breach and the legal and financial obligations of the Relevant Authority.

**8. Termination**

If the Agency is in material Default under any of its obligations under this Annex 2 (*Joint Controller Agreement*), the Relevant Authority shall be entitled to terminate the Contract by issuing a Termination Notice to the Agency in accordance with Clause 10 of the Core Terms (*Ending the contract*).

**9. Sub-Processing**

9.1 In respect of any Processing of Personal Data performed by a third party on behalf of a Party, that Party shall:

- (a) carry out adequate due diligence on such third party to ensure that it is capable of providing the level of protection for the Personal Data as is required by the Contract, and provide evidence of such due diligence to the other Party where reasonably requested; and
- (b) ensure that a suitable agreement is in place with the third party as required under applicable Data Protection Legislation.

**10. Data Retention**

The Parties agree to erase Personal Data from any computers, storage devices and storage media that are to be retained as soon as practicable after it has ceased to be necessary for them to retain such Personal Data under applicable Data Protection Legislation and their privacy policy (save to the extent (and for the limited period) that such information needs to be retained by the a Party for statutory compliance purposes or as otherwise required by the Contract), and taking all further actions as may be necessary to ensure its compliance with Data Protection Legislation and its privacy policy.

## Joint Schedule 12 (Supply Chain Visibility)

### 1. Definitions

In this Schedule, the following words shall have the following meanings and they shall supplement Joint Schedule 1 (Definitions):

|   |   |
|---|---|
| <b>"Contracts Finder"</b>                         | the Government's publishing portal for public sector procurement opportunities;   |
| <b>"SME"</b>                                      | an enterprise falling within the category of micro, small and medium sized enterprises defined by the Commission Recommendation of 6 May 2003 concerning the definition of micro, small and medium sized enterprises; |
| <b>"Supply Chain Information Report Template"</b> | the document at Annex 1 of this Schedule 12; and  |
| <b>"VCSE"</b>                                     | a non-governmental organisation that is value-driven and which principally reinvests its surpluses to further social, environmental or cultural objectives.   |

### 2. Visibility of Sub-Contract Opportunities in the Supply Chain

#### 2.1 The Agency shall:

- 2.1.1 subject to Paragraph 2.3, advertise on Contracts Finder all Sub-Contract opportunities arising from or in connection with the provision of the Goods or Services above a minimum threshold of £25,000 that arise during the Contract Period;
- 2.1.2 within 90 days of awarding a Sub-Contract to a Subcontractor, update the notice on Contract Finder with details of the successful Sub-contractor;
- 2.1.3 monitor the number, type and value of the Sub-Contract opportunities placed on Contracts Finder advertised and awarded in its supply chain during the Contract Period;
- 2.1.4 provide reports on the information at Paragraph 2.1.3 to the Relevant Authority in the format and frequency as reasonably specified by the Relevant Authority; and

- 2.1.5 promote Contracts Finder to its suppliers and encourage those organisations to register on Contracts Finder.
- 2.2 Each advert referred to at Paragraph 2.1.1 of this Schedule 12 shall provide a full and detailed description of the Sub-Contract opportunity with each of the mandatory fields being completed on Contracts Finder by the Agency.
- 2.3 The obligation on the Agency set out at Paragraph 2.1 shall only apply in respect of Sub-Contract opportunities arising after the Effective Date.
- 2.4 Notwithstanding Paragraph 2.1, the Authority may by giving its prior Approval, agree that a Sub-Contract opportunity is not required to be advertised by the Agency on Contracts Finder.

### **3. Visibility of Supply Chain Spend**

- 3.1 In addition to any other management information requirements set out in the Contract, the Agency agrees and acknowledges that it shall, at no charge, provide timely, full, accurate and complete SME management information reports (the "SME Management Information Reports") to the Relevant Authority which incorporates the data described in the Supply Chain Information Report Template which is:
  - (a) the total contract revenue received directly on the Contract;
  - (b) the total value of sub-contracted revenues under the Contract (including revenues for non-SMEs/non-VCSEs); and
  - (c) the total value of sub-contracted revenues to SMEs and VCSEs.
- 3.2 The SME Management Information Reports shall be provided by the Agency in the correct format as required by the Supply Chain Information Report Template and any guidance issued by the Relevant Authority from time to time. The Agency agrees that it shall use the Supply Chain Information Report Template to provide the information detailed at Paragraph 3.1(a) –(c) and acknowledges that the template may be changed from time to time (including the data required and/or format) by the Relevant Authority issuing a replacement version. The Relevant Authority agrees to give at least thirty (30) days' notice in writing of any such change and shall specify the date from which it must be used.
- 3.3 The Agency further agrees and acknowledges that it may not make any amendment to the Supply Chain Information Report Template without the prior Approval of the Authority.

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**Annex 1**  
**Supply Chain Information Report template**



Supply Chain Information  
Report templat