

Dated 2nd November 2015

(1) Care Quality Commission

-and-

(2) EDP Health Safety and Environment Consultants Ltd

AGREEMENT

Reference CQC PSO 055

**The Independent Review of the Health and Safety Management
& Strategy Resources Across all Functions at CQC**

Contract for Services

This Agreement is made on 2nd November 2015

PARTIES

CARE QUALITY COMMISSION of 151 Buckingham Palace Road, London, SW1W 9SZ
("the Client").

And

EDP HEALTH SAFETY AND ENVIRONMENT CONSULTANTS LTD
("the Contractor") with company number 3799102 whose registered office is at
Lakeside, Alexandra Business Park, Prescot Road, St Helens WA10 3TT

BACKGROUND

- (A) The Client sought proposals for the provision of the Independent Review of the Health and Safety Management & Strategy Resources Across all Functions at CQC
- (B) The Client has, through a competitive process, selected the Contractor to provide the Services and the Contractor is willing and able to provide the Services in accordance with the terms and conditions of this agreement.

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A. GENERAL PROVISIONS

A1 Definitions and Interpretation

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

“Approval” means the written consent of the Client.

“Client” means Care Quality Commission and all associated Advisory Bodies eg Healthwatch England.

“Commencement Date” means the date of the Contract.

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

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

(b) that constitutes a trade secret.

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

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

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

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

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

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

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

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

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

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

its obligations under the Contract but before taking into account the effect of any adjustment of price in accordance with clause C4 (Price Adjustment on Extension of Initial Contract Period).

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

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

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

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

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

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

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

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

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

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

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

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

“Initial Contract Period” means the period from the Commencement Date to the date of expiry set out in clause A2 (Initial Contract Period), or such earlier date of termination of the Contract in accordance with the Law or the provisions of the Contract.

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

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

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

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

“Month” means calendar month.

“Party” means a party to the Contract.

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

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

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

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

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

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

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

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

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

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

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

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

“Specification Schedule” means the Schedule containing details of the Specification.

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

“Staff Vetting Procedure” means the Client’s procedures for the vetting of personnel and as advised to the Contractor by the Client.

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

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

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

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

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

- (a) words importing the singular meaning include where the context so admits the plural meaning and vice versa;
- (b) words importing the masculine include the feminine and the neuter;
- (c) reference to a clause is a reference to the whole of that clause unless stated otherwise;
- (d) reference to any statute, enactment, order, regulation or other similar instrument shall be construed as a reference to the statute, enactment, order, regulation or instrument as amended by any subsequent enactment, modification, order, regulation or instrument as subsequently amended or re-enacted;
- (e) reference to any person shall include natural persons and partnerships, firms and other incorporated bodies and all other legal persons of whatever kind and however constituted and their successors and permitted assigns or transferees;
- (f) the words “include”, “includes” and “including” are to be construed as if they were immediately followed by the words “without limitation”; and

- (g) headings are included in the Contract for ease of reference only and shall not affect the interpretation or construction of the Contract.

A2 Initial Contract Period

The Contract shall take effect on the Commencement Date and shall expire automatically on 29th February 2016 unless it is otherwise terminated in accordance with the provisions of the Contract, or otherwise lawfully terminated, or extended under clause F8 (Extension of Initial Contract Period) for one month.

A3 Contractor's Status

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

A4 Client's Obligations

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

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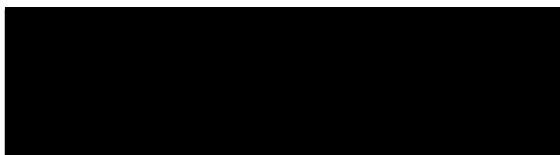
A5 Notices

A5.1 Except as otherwise expressly provided within the Contract, no notice or other communication from one Party to the other shall have any validity under the Contract unless made in writing by or on behalf of the Party concerned.

A5.2 Any notice or other communication which is to be given by either Party to the other shall be given by letter (sent by hand, first class post, recorded delivery or special delivery), or by facsimile transmission or electronic mail (confirmed in either case by letter). Such letters shall be addressed to the other Party in the manner referred to in clause A5.3. Provided the relevant communication is not returned as undelivered, the notice or communication shall be deemed to have been given 5 Working Days after the day on which the letter was posted, or 24 hours, in the case of electronic mail or facsimile transmission or sooner where the other Party acknowledges receipt of such letters, facsimile transmission or item of electronic mail.

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

- (a) For the Client: EDP Health Safety and Environmental Consultants Ltd
- (b) of Lakeside, Alexandra Business Park, Prescot Road, St Helens
- (c) WA10 3TT



- (d) For the Contractor: Care Quality Commission

151 Buckingham Palace Road
London
SW1W 9SZ

Administrative Office

Citygate Office
Gallowgate
Newcastle upon Tyne
NE1 4PA



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

A6 Mistakes in Information

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

A7 Conflicts of Interest

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

A7.2 The Client reserves the right to terminate the Contract immediately by notice in writing and/or to take such other steps it deems necessary where, in the reasonable opinion of the Client, there is or may be an actual conflict, or a potential conflict, between the pecuniary or personal interests of the

Contractor and the duties owed to the Client under the provisions of the Contract. The actions of the Client pursuant to this clause shall not prejudice or affect any right of action or remedy which shall have accrued or shall thereafter accrue to the Client.

B. SUPPLY OF SERVICES

B1 The Services

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

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

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

B2 Provision and Removal of Equipment

- B2.1 The Contractor shall provide all the Equipment necessary for the supply of the Services.
- B2.2 The Contractor shall not deliver any Equipment nor begin any work on the Premises without obtaining prior Approval.
- B2.3 All Equipment brought onto the Premises shall be at the Contractor's own risk and the Client shall have no liability for any loss of or damage to any Equipment unless the Contractor is able to demonstrate that such loss or damage was caused or contributed to by the Client's Default. The Contractor shall provide for the haulage or carriage thereof to the Premises and the removal of Equipment when no longer required at its sole cost. Unless otherwise agreed, Equipment brought onto the Premises will remain the property of the Contractor.
- B2.4 The Contractor shall maintain all items of Equipment within the Premises in a safe, serviceable and clean condition.
- B2.5 The Contractor shall, at the Client's written request, at its own expense and as soon as reasonably practicable:
- (a) remove from the Premises any Equipment which in the reasonable opinion of the Client is either hazardous, noxious or not in accordance with the Contract; and
 - (b) replace such item with a suitable substitute item of Equipment.
- B2.6 On completion of the Services the Contractor shall remove the Equipment together with any other materials used by the Contractor to supply the Services and shall leave the Premises in a clean, safe and tidy condition. The Contractor is solely responsible for making good any damage to the

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Premises or any objects contained thereon, other than fair wear and tear, which is caused by the Contractor or any Staff.

B3 Manner of Carrying Out the Services

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

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

B4 Key Personnel

B4.1 The Contractor acknowledges that the Key Personnel are essential to the proper provision of the Services to the Client.

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

B4.3 Any replacements to the Key Personnel shall be subject to the agreement of the Client. Such replacements shall be of at least equal status or of equivalent experience and skills to the Key Personnel being replaced and be suitable for the responsibilities of that person in relation to the Services.

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

B5 Contractor's Staff

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

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

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

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

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

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

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

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

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

B6 Inspection of Premises

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

B7 Licence to occupy Premises

B7.1 Any land or Premises made available from time to time to the Contractor by the Client in connection with the Contract, shall be made available to the Contractor on a non-exclusive licence basis free of charge and shall be used by the Contractor solely for the purpose of performing its obligations under

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the Contract. The Contractor shall have the use of such land or Premises as licensee and shall vacate the same on completion, termination or abandonment of the Contract.

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

B8 Property

- B8.1 Where the Client issues Property free of charge to the Contractor such Property shall be and remain the property of the Client and the Contractor irrevocably licences the Client and its agents to enter upon any premises of the Contractor during normal business hours on reasonable notice to recover any such Property. The Contractor shall not in any circumstances have a lien or any other interest on the Property and the Contractor shall at all times possess the Property as fiduciary agent and bailee of the Client. The Contractor shall take all reasonable steps to ensure that the title of the Client to the Property and the exclusion of any such lien or other interest are brought to the notice of all sub-contractors and other appropriate persons and shall, at the Client's request, store the Property separately and ensure that it is clearly identifiable as belonging to the Client.
- B8.2 The Property shall be deemed to be in good condition when received by or on behalf of the Contractor unless the Contractor notifies the Client otherwise within 5 Working Days of receipt.
- B8.3 The Contractor shall maintain the Property in good order and condition (excluding fair wear and tear), and shall use the Property solely in connection with the Contract and for no other purpose without prior Approval.
- B8.4 The Contractor shall ensure the security of all the Property whilst in its possession, either on the Premises or elsewhere during the supply of the Services, in accordance with the Client's reasonable security requirements as required from time to time.
- B8.5 The Contractor shall be liable for all loss of, or damage to, the Property (excluding fair wear and tear), unless such loss or damage was caused by the Client's Default. The Contractor shall inform the Client within [2]

Working Days of becoming aware of any defects appearing in, or losses or damage occurring to, the Property.

B9 Offers of Employment

For the duration of the Contract and for a period of 12 months thereafter neither the Client nor the Contractor shall employ or offer employment to any of the other Party's staff who have been associated with the procurement and/or the contract management of the Services without that other Party's prior written consent.

C PAYMENT AND CONTRACT PRICE

C1 Contract Price

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

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

C2 Payment and VAT

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

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

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

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

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

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

C3 Recovery of Sums Due

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

later time may become due to the Contractor under the Contract or under any other agreement or contract with the Client.

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

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

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

C4 Price adjustment on extension of the Initial Contract Period

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

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

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

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

C5 Euro

C5.1 Any requirement of Law to account for the Services in Euro, (or to prepare for such accounting) instead of and/or in addition to sterling, shall be implemented by the Contractor free of charge to the Client.

C5.2 The Client shall provide all reasonable assistance to facilitate compliance with clause C5.1 by the Contractor.

D. STATUTORY OBLIGATIONS AND REGULATIONS

D1 Prevention of Corruption

D1.1 The Contractor shall not offer or give, or agree to give, to the Client or any other public body or any person employed by or on behalf of the Client or any other public body any gift or consideration of any kind as an inducement or reward for doing, refraining from doing, or for having done or refrained from doing, any act in relation to the obtaining or execution of the Contract or any other contract with the Client or any other public body, or for showing or refraining from showing favour or disfavour to any person in relation to the Contract or any such contract.

D1.2 The Contractor warrants that it has not paid commission or agreed to pay commission to the Client or any other public body or any person employed by or on behalf of the Client or any other public body in connection with the Contract.

Contract for Services

D1.3 If the Contractor, its Staff or anyone acting on the Contractor's behalf, engages in conduct prohibited by clauses D1.1 or D1.2, the Client may:

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

D2 **Prevention of Fraud**

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

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

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

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

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

D3 Discrimination

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

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

D4 The Contracts (Rights of Third Parties) Act 1999

A person who is not a Party to the Contract shall have no right to enforce any of its provisions which, expressly or by implication, confer a benefit on him, without the prior written agreement of both Parties. This clause does not affect any right or remedy of any person which exists or is available apart from the Contracts (Rights of Third Parties) Act 1999 and does not apply to the Crown.

D5 Environmental Requirements

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

D6 Health and Safety

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

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

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

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

assessments, safe systems of work, permits to work, evidence of competence were appropriate.

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

E PROTECTION OF INFORMATION

E1 Data Protection Act

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

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

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

- (a) Process the Personnel Data only in accordance with instructions from the Client (which may be specific instructions or instructions of a general nature) as set out in this Contract or as otherwise notified by the Contracting Authority;

- (b) comply with all applicable laws;
- (c) Process the Personal Data only to the extent; and in such manner as is necessary for the provision of the Provider's obligations under this Contract or as is required by Law or any Regulatory Body;
- (d) implement appropriate technical and organisational measures to protect the Personal Data against unauthorised or unlawful Processing and against accidental loss, destruction, damage, alteration or disclosure. These measures shall be appropriate to the harm which might result from any unauthorised or unlawful Processing, accidental loss, destruction or damage to the Personal Data and having regard to the nature of the Personal Data which is to be protected;
- (e) take reasonable steps to ensure the reliability of its staff and agents who may have access to the Personal Data;
- (f) obtain prior written consent from the Contracting Authority in order to transfer the Personal Data to any sub-contractor for the provision of the Services;
- (g) not cause or permit the Personal Data to be transferred outside of the European Economic Area without the prior consent of the Client;
- (h) ensure that all staff and agents required to access the Personal Data are informed of the confidential nature of the Personal Data and comply with the obligations set out in this clause E1;

Contract for Services

- (i) ensure that none of the staff and agents publish disclose or divulge any of the Personal Data to any third parties unless directed in writing to do so by the Client

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

E1.4 notify the Client (within 5 Working Days) if it receives:

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

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

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

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

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

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

E3 Confidential Information

E3A The parties acknowledge that, except for any information which is exempt from disclosure in accordance with the provisions of the FOIA, the content of this Contract is not Confidential Information. The Client shall be responsible for determining in its absolute discretion whether any of the content of the Contract is exempt from disclosure in accordance with the provisions of the FOIA. Notwithstanding any other term of this Contract, the Contractor hereby gives his consent for the Client to publish the Contract in its entirety, (but with any information which is exempt from disclosure in accordance with the provisions of the FOIA redacted) including from time to time agreed changes to the Agreement, to the general public.

E3B

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

E3C

The Parties shall use of all reasonable endeavours to procure that their employees, agents and sub-contractors keep confidential and do not make any disclosure of Confidential Information to any third Party and only use such Confidential Information in connection with the performance of the Contract and in accordance with the provision of the Non-Disclosure Agreement appended hereto this Agreement.

E4 Freedom of Information

E4.1 The Contractor acknowledges that the Client is subject to the requirements of the FOIA and the Environmental Information Regulations and shall assist and cooperate with the Client to enable the Client to comply with its Information disclosure obligations.

E4.2 The Contractor shall and shall procure that any sub-contractors shall transfer to the Client all Requests for Information that it receives as soon as practicable and in any event within [two] Working Days of receiving a Request for Information;

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

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

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

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

E4.5 The Contractor acknowledges that (notwithstanding the provisions of Clause E4) the Client may, acting in accordance with the Secretary of State

for Constitutional Affairs Code of Practice on the Discharge of the Functions of Public Authorities under Part 1 of the Freedom of Information Act 2000 ("**the Code**"), be obliged under the FOIA, or the Environmental Information Regulations to disclose information concerning the Contractor or the Services in certain circumstances:

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

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

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

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

E5 Publicity, Media and Official Enquiries

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

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

E6 Security

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

E7 Intellectual Property Rights

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

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

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

- E7.2 The Contractor hereby assigns to the Client, with full title guarantee, all Intellectual Property Rights which may subsist in the IP Materials prepared in accordance with clause E7.1(b). This assignment shall take effect on the

date of the Contract or as a present assignment of future rights that will take effect immediately on the coming into existence of the Intellectual Property Rights produced by the Contractor. The Contractor shall execute all documentation necessary to execute this assignment.

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

E7.4 The Contractor shall ensure that the third party owner of any Intellectual Property Rights that are or which may be used to perform the Contract grants to the Client a non-exclusive licence or, if itself a licensee of those rights, shall grant to the Client an authorised sub-licence, to use, reproduce, modify, develop and maintain the Intellectual Property Rights in the same. Such licence or sub-licence shall be non-exclusive, perpetual, royalty free and irrevocable and shall include the right for the Client to sub-license, transfer, novate or assign to other Contracting Authorities, the Replacement Contractor or to any other third party supplying services to the Client.

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

(a) items or materials based upon designs supplied by the Client; or

(b) the use of data supplied by the Client which is not required to be verified by the Contractor under any provision of the Contract.

Contract for Services

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

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

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

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

E7.9 The Client shall not make any admissions which may be prejudicial to the defence or settlement of any claim, demand or action for infringement or alleged infringement of any Intellectual Property Right by the Client or the

Contractor in connection with the performance of its obligations under the Contract.

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

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

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

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

E8 Audit

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

F. CONTROL OF THE CONTRACT

F1 Transfer and Sub-Contracting

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

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

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

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

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

F1.5 In the event that the Contractor assigns the right to receive the Contract price under clause F1.4, the Contractor or the Assignee shall notify the Client in writing of the assignment and the date upon which the assignment becomes effective.

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

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

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

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

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

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

F1.10 If the rights and obligations under the Contract are assigned, novated or otherwise disposed of pursuant to clause F1.6 to a body which is not a Contracting Authority or if there is a change in the legal status of the Client such that it ceases to be a Contracting Authority (in the remainder of this clause both such bodies being referred to as the "**Transferee**"):

(a) the rights of termination of the Client in clauses H1 (Termination on change of control and insolvency) and H2 (Termination on Default) shall be available to the Contractor in the event of respectively, the bankruptcy or insolvency, or Default of the Transferee; and

(b) the Transferee shall only be able to assign, novate or otherwise dispose of its rights and obligations under the Contract or any part thereof with the prior consent in writing of the Contractor.

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

Contract for Services

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

F2 Waiver

- F2.1 The failure of either Party to insist upon strict performance of any provision of the Contract, or the failure of either Party to exercise, or any delay in exercising, any right or remedy shall not constitute a waiver of that right or remedy and shall not cause a diminution of the obligations established by the Contract.

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

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

F3 Variation

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

- F3.2 The Client may request a Variation by notifying the Contractor in writing of the "Variation" and giving the Contractor sufficient information to assess the extent of the Variation and and consider whether any change to the Contract Price is required in order to implement the Variation. The

Client shall specify a time limit within which the Contractor shall respond to the request for a Variation. Such time limits shall be reasonable having regard to the nature of the Variation. If the Contractor accepts the Variation it shall confirm the same in writing.

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

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

F4 Severability

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

F5 Remedies in the event of inadequate performance

F5.1 Where a complaint is received about the standard of Services or about the manner in which any Services have been supplied or work has been

performed or about the materials or procedures used or about any other matter connected with the performance of the Contractor's obligations under the Contract, then the Client shall notify the Contractor, and where considered appropriate by the Client, investigate the complaint. The Client may, in its sole discretion, uphold the complaint and take further action in accordance with clause H2 (Termination on Default) of the Contract.

F5.2 In the event that the Client is of the reasonable opinion that there has been a material breach of the Contract by the Contractor, then the Client may, without prejudice to its rights under clause H2 (Termination on Default), do any of the following:

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

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

endeavours to mitigate any additional expenditure in obtaining replacement Services.

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

F5.5 In the event that:

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

(b) the Contractor persistently fails to comply with clause F5.4 above,

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

F6 Remedies Cumulative

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

F7 Monitoring of Contract Performance

The Contractor shall comply with the monitoring arrangements set out in the Monitoring Schedule including, but not limited to, providing such data

and information as the Contractor may be required to produce under the Contract.

F8 Extension of Initial Contract Period

Subject to clause C4. (Price adjustment on extension of the Initial Contract Period), the Client may, by giving written notice to the Contractor not less than One Month(s) prior to the last day of the Initial Contract Period, extend the Contract for a further period of up to xx Month(s). The provisions of the Contract will apply (subject to any Variation or adjustment to the Contract Price pursuant to clause C4 (Price adjustment on extension of the Initial Contract Period)) throughout any such extended period.

F9 Entire Agreement

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

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

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

F10 Counterparts

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

G LIABILITIES

G1 Liability, Indemnity and Insurance

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

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

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

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

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

- (a) the aggregate liability of either Party for all Defaults resulting in direct loss of or damage to the property of the other under or in connection with the Contract shall in no event exceed One Million Pounds (£1,000 000.00)
- (b) the annual aggregate liability under the Contract of either Party for all Defaults (other than a Default governed by clauses E7.3 (Intellectual Property Rights) or G1.4(a)) shall in no event exceed the greater of or one hundred per cent (100%) [Subject to clarification of the Contract Price paid or payable by the Client to the Contractor in the year in which the liability arises].

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

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

Contract for Services

- G1.6 The Contractor shall not exclude liability for additional operational, administrative costs and/or expenses or wasted expenditure resulting from the direct Default of the Contractor.
- G1.7 The Contractor shall effect and maintain with a reputable insurance company a policy or policies of insurance providing an adequate level of cover in respect of all risks which may be incurred by the Contractor, arising out of the Contractor's performance of its obligations under the Contract, including death or personal injury, loss of or damage to property or any other loss. Such policies shall include cover in respect of any financial loss arising from any advice given or omitted to be given by the Contractor. Such insurance shall be maintained for the duration of the Contract Period and for a minimum of 6 (six) years following the expiration or earlier termination of the Contract].
- G1.8 The Contractor shall hold employer's liability insurance in respect of Staff in accordance with any legal requirement from time to time in force.
- G1.9 The Contractor shall give the Client, on request, copies of all insurance policies referred to in this clause or a broker's verification of insurance to demonstrate that the appropriate cover is in place, together with receipts or other evidence of payment of the latest premiums due under those policies.
- G1.10 If, for whatever reason, the Contractor fails to give effect to and maintain the insurances required by the provisions of the Contract the Client may make alternative arrangements to protect its interests and may recover the costs of such arrangements from the Contractor.
- G1.11 The provisions of any insurance or the amount of cover shall not relieve the Contractor of any liabilities under the Contract. It shall be the responsibility of the Contractor to determine the amount of insurance cover that will be adequate to enable the Contractor to satisfy any liability referred to in clause G1.2.

G2 Professional Indemnity

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

G3 Warranties and Representations

The Contractor warrants and represents that:

- (a) it has full capacity and authority and all necessary consents (including where its procedures so require, the consent of its parent company) to enter into and perform its obligations under the Contract and that the Contract is executed by a duly authorised representative of the Contractor;
- (b) in entering the Contract it has not committed any Fraud;
- (c) as at the Commencement Date, all information contained in the Tender remains true, accurate and not misleading, save as may have been specifically disclosed in writing to the Client prior to execution of the Contract;

- (d) no claim is being asserted and no litigation, arbitration or administrative proceeding is presently in progress or, to the best of its knowledge and belief, pending or threatened against it or any of its assets which will or might have a material adverse effect on its ability to perform its obligations under the Contract;
- (e) it is not subject to any contractual obligation, compliance with which is likely to have a material adverse effect on its ability to perform its obligations under the Contract;
- (f) no proceedings or other steps have been taken and not discharged (nor, to the best of its knowledge, are threatened) for the winding up of the Contractor or for its dissolution or for the appointment of a receiver, administrative receiver, liquidator, manager, administrator or similar officer in relation to any of the Contractor's assets or revenue;
- (g) it owns, has obtained or is able to obtain, valid licences for all Intellectual Property Rights that are necessary for the performance of its obligations under the Contract;
- (h) in the three 3 years prior to the date of the Contract:
 - (i) it has conducted all financial accounting and reporting activities in compliance in all material respects with the generally accepted accounting principles that apply to it in any country where it files accounts;
 - (ii) it has been in full compliance with all applicable securities and tax laws and regulations in the jurisdiction in which it is established; and

- (i) it has not done or omitted to do anything which could have a material adverse effect on its assets, financial condition or position as an ongoing business concern or its ability to fulfil its obligations under the Contract.

H DEFAULT, DISRUPTION AND TERMINATION

H1 Termination on insolvency and change of control

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

- (a) a proposal is made for a voluntary arrangement within Part I of the Insolvency Act 1986 or of any other composition scheme or arrangement with, or assignment for the benefit of, its creditors; or
- (b) a shareholders' meeting is convened for the purpose of considering a resolution that it be wound up or a resolution for its winding-up is passed (other than as part of, and exclusively for the purpose of, a bona fide reconstruction or amalgamation); or
- (c) a petition is presented for its winding up (which is not dismissed within 14 days of its service) or an application is made for the appointment of a provisional liquidator or a creditors' meeting is convened pursuant to section 98 of the Insolvency Act 1986; or
- (d) a receiver, administrative receiver or similar officer is appointed over the whole or any part of its business or assets; or
- (e) an application order is made either for the appointment of an administrator or for an administration order, an administrator is

Contract for Services

appointed, or notice of intention to appoint an administrator is given;
or

- (f) it is or becomes insolvent within the meaning of section 123 of the Insolvency Act 1986; or
- (g) being a “small company” within the meaning of section 247(3) of the Companies Act 1985, a moratorium comes into force pursuant to Schedule A1 of the Insolvency Act 1986; or
- (h) any event similar to those listed in H1.1(a)-(g) occurs under the law of any other jurisdiction.

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

- (a) an application for an interim order is made pursuant to sections 252-253 of the Insolvency Act 1986 or a proposal is made for any composition scheme or arrangement with, or assignment for the benefit of, the Contractor’s creditors; or
- (b) a petition is presented and not dismissed within 14 days or order made for the Contractor’s bankruptcy; or
- (c) a receiver, or similar officer is appointed over the whole or any part of the Contractor’s assets or a person becomes entitled to appoint a receiver, or similar officer over the whole or any part of his assets;
or
- (d) the Contractor is unable to pay his debts or has no reasonable prospect of doing so, in either case within the meaning of section 268 of the Insolvency Act 1986; or

- (e) a creditor or encumbrancer attaches or takes possession of, or a distress, execution, sequestration or other such process is levied or enforced on or sued against, the whole or any part of the Contractor's assets and such attachment or process is not discharged within 14 days; or
- (f) he dies or is adjudged incapable of managing his affairs within the meaning of Part VII of the Mental Capacity Act 2005; or
- (g) he suspends or ceases, or threatens to suspend or cease, to carry on all or a substantial part of his business.

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

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

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

H2 Termination on Default

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

- (a) the Contractor has not remedied the Default to the satisfaction of the Client within 25 Working Days, or such other period as may be

specified by the Client, after issue of a written notice specifying the Default and requesting it to be remedied; or

- (b) the Default is not, in the opinion of the Client, capable of remedy; or
- (c) the Default is a material breach of the Contract.

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

H2.3 If the Client fails to pay the Contractor undisputed sums of money when due, the Contractor shall notify the Client in writing of such failure to pay. If the Client fails to pay such undisputed sums within 90 Working Days of the date of such written notice, the Contractor may terminate the Contract in writing with immediate effect, save that such right of termination shall not apply where the failure to pay is due to the Client exercising its rights under clauses C3.1 (Recovery of Sums Due).

H3 Break

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

H4 Consequences of Expiry or Termination

H4.1 Where the Client terminates the Contract under clause H2 (Termination on Default) and then makes other arrangements for the supply of Services, the Client may recover from the Contractor the cost reasonably incurred of

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

H4.2 Subject to clause G1, where the Client terminates the Contract under clause H3 (Break), the Client shall indemnify the Contractor against any commitments, liabilities or expenditure which represent an unavoidable direct loss to the Contractor by reason of the termination of the Contract, provided that the Contractor takes all reasonable steps to mitigate such loss. Where the Contractor holds insurance, the Client shall only indemnify the Contractor for those unavoidable direct costs that are not covered by the insurance available. The Contractor shall submit a fully itemised and costed list of unavoidable direct loss which it is seeking to recover from the Client, with supporting evidence, of losses reasonably and actually incurred by the Contractor as a result of termination under clause H3 (Break).

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

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

- (c) is a claim by the Contractor for loss of profit, due to early termination of the Contract.

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

- (a) termination or expiry of the Contract shall be without prejudice to any rights, remedies or obligations accrued under the Contract prior to termination or expiration and nothing in the Contract shall prejudice the right of either Party to recover any amount outstanding at such termination or expiry; and
- (b) termination of the Contract shall not affect the continuing rights, remedies or obligations of the Client or the Contractor under clauses C2 (Payment and VAT), C3 (Recovery of Sums Due), D1 (Prevention of Corruption), E1 (Data Protection Act), E2 (Official Secrets Acts 1911 to 1989, Section 182 of the Finance Act 1989), E3 (Confidential Information), E4 (Freedom of Information), E7 (Intellectual Property Rights), E8 (Audit), F6 Remedies Cumulative), G1 (Liability, Indemnity and Insurance), G2 (Professional Indemnity), H4 (Consequences of Expiry or Termination), H6 (Recovery upon Expiry or Termination) and I1 (Governing Law and Jurisdiction).

H5 **Disruption**

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

H5.2 The Contractor shall immediately inform the Client of any actual or potential industrial action, whether such action be by their own employees

or others, which affects or might affect its ability at any time to perform its obligations under the Contract.

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

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

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

H6 Recovery upon Termination

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

(a) immediately return to the Client all Confidential Information, Personal Data and IP Materials in its possession or in the possession or under the control of any permitted suppliers or sub-contractors, which was obtained or produced in the course of providing the Services;

(b) immediately deliver to the Client all Property (including materials, documents, information and access keys) provided to the Contractor under clause B11. Such property shall be handed back in good working order (allowance shall be made for reasonable wear and tear);

- (c) assist and co-operate with the Client to ensure an orderly transition of the provision of the Services to the Replacement Contractor and/or the completion of any work in progress.
- (d) promptly provide all information concerning the provision of the Services which may reasonably be requested by the Client for the purposes of adequately understanding the manner in which the Services have been provided or for the purpose of allowing the Client or the Replacement Contractor to conduct due diligence.

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

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

H7 Force Majeure

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

under the Contract for a period in excess of 6 Months, either Party may terminate the Contract with immediate effect by notice in writing.

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

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

I DISPUTES AND LAW

11 Governing Law and Jurisdiction

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

12 Dispute Resolution

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

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- I2.2 Nothing in this dispute resolution procedure shall prevent the Parties from seeking from any court of competent jurisdiction an interim order restraining the other Party from doing any act or compelling the other Party to do any act.
- I2.3 If the dispute cannot be resolved by the Parties pursuant to clause I2.1 the Parties shall refer it to mediation pursuant to the procedure set out in clause I2.5 unless (a) the Client considers that the dispute is not suitable for resolution by mediation; or (b) the Contractor does not agree to mediation.
- I2.4 The obligations of the Parties under the Contract shall not cease, or be suspended or delayed by the reference of a dispute to mediation (or arbitration) and the Contractor and the Staff shall comply fully with the requirements of the Contract at all times.
- I2.5 The procedure for mediation and consequential provisions relating to mediation are as follows:
- (a) a neutral adviser or mediator (the “**Mediator**”) shall be chosen by agreement between the Parties or, if they are unable to agree upon a Mediator within 10 Working Days after a request by one Party to the other or if the Mediator agreed upon is unable or unwilling to act, either Party shall within 10 Working Days from the date of the proposal to appoint a Mediator or within 10 Working Days of notice to either Party that he is unable or unwilling to act, apply to *[an appropriate mediation provider]* to appoint a Mediator.
 - (b) The Parties shall within 10 Working Days of the appointment of the Mediator meet with him in order to agree a programme for the exchange of all relevant information and the structure to be adopted for negotiations to be held. If considered appropriate, the Parties may at any stage seek assistance from *[an appropriate mediation provider]* to provide guidance on a suitable procedure.

- (c) Unless otherwise agreed, all negotiations connected with the dispute and any settlement agreement relating to it shall be conducted in confidence and without prejudice to the rights of the Parties in any future proceedings.
- (d) If the Parties reach agreement on the resolution of the dispute, the agreement shall be recorded in writing and shall be binding on the Parties once it is signed by their duly authorised representatives.
- (e) If the Parties fail to reach agreement in the structured negotiations within 60 Working Days of the Mediator being appointed, or such longer period as may be agreed by the Parties, then any dispute or difference between them may be referred to the Courts [unless the dispute is referred to arbitration pursuant to the procedures set out in clause I2.6].

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

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

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- (c) the Contractor may request by notice in writing to the Client that any dispute be referred and resolved by arbitration in accordance with clause I2.7, to which the Client may consent as it sees fit.

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

- (a) the arbitration shall be governed by the provisions of the Arbitration Act 1996;
- (b) the Client shall give a written notice of arbitration to the Contractor (the "**Arbitration Notice**") stating:
 - (i) that the dispute is referred to arbitration; and
 - (ii) providing details of the issues to be resolved;
- (c) the London Court of International Arbitration ("**LCIA**") procedural rules in force at the date that the dispute was referred to arbitration in accordance with I2.7(b) shall be applied and are deemed to be incorporated by reference to the Contract and the decision of the arbitrator shall be binding on the Parties in the absence of any material failure to comply with such rules;
- (d) the tribunal shall consist of a sole arbitrator to be agreed by the Parties;
- (e) if the Parties fail to agree the appointment of the arbitrator within 10 days of the Arbitration Notice being issued by the Client under clause I2.7 (b) or if the person appointed is unable or unwilling to act, the arbitrator shall be appointed by the LCIA;

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- (f) the arbitration proceedings shall take place in London and in the English language; and
- (g) the arbitration proceedings shall be governed by, and interpreted in accordance with, English law.

SPECIFICATION SCHEDULE

THE REQUIREMENT

We require a professional service which would include competent health and safety consultants to undertake an independent strategic review of all the relevant audit recommendations in to aspects of current health and safety arrangements, knowledge and activities across the support functions in CQC.

The successful tenderer must have sound knowledge of the risks associated with a multi-disciplinary professional public body, spread over office based and home based employees, including a call centre environment, and the arrangements for supporting bank staff, and sub-contracted specialists.

Currently the estate is formed of 8 buildings which are multi-tenant landlord controlled where we have a mix of sourced or controlled estates management. Arrangements and tenancy agreements differ slightly across the estate.

In our two main buildings in London and Newcastle we have a facilities team who support day to day running of security, office layout and meeting rooms etc.

We have a single subject matter expert in health and safety who supports strategic and day to day health, safety and wellbeing advice and guidance.

The independent review will provide effective benchmarks to similar organisations and provide recommendations that would enable CQC to secure standards that would meet BS 18001 series and/or HSE HSG65 as a minimum.

Recommendations would need to balance public value for money with future proofing our governance and arrangements during a period of increased activity and a growing organisation.

To undertake this work we require a professional service to make recommendations on how best to structure health and safety going forward, the resources, competence and training needed at all levels to ensure robust and strategically high quality health and safety risk management.

The review would need to undertake a range of activities that would gain an understanding of the core business and its relationship with internal and external customers. It is anticipated that this element will take no longer than 4 weeks from commencement of the contract. A number of offices will need to be visited across England; Newcastle, London, Preston, Birmingham, Nottingham, Bristol, Leeds.

It is anticipated that the review would also need to include a documentation review and interviews with key staff from executive level through management levels and the estate and subject matter expert functions.

The outcome of this work is in a form of a report by November 2015 that presents solutions and recommendations on the following elements:-

Using the principles of HSE HSG65 framework an options paper should identify the strengths and gaps in current arrangements and make recommendations in the following areas identified in the audit:

- Senior management oversight, awareness and understanding on health and safety arrangements, including all executive levels and our national health, safety and wellbeing committee.
- How best to structure all aspects of health and safety management that currently sit with different directors, including the most appropriate arrangement for management to meet periodically to review policy and performance separate to the committee arrangements.
- How best to ensure clear lines of reporting to enable health and safety management effectively
- The level/qualifications and resourcing of staff supporting health and safety management, including local office health and safety support.
- Management of key risks including work related health, lone working and personal safety, driving for work, and workstation comfort

The options paper would include costs, risks and a timeline for any recommendations.

The high level key milestones for this project are;

Phase 1 – The analysis of Fact Finding

- Work with the Director of People and Academy and the Director of Finance, Commercial and Infrastructure, on initial project plan to agree the scope that will identify individuals, activities and processes to be included in the review upon contract commencement until completion.
- Complete a policy and documentation review.
- Interview key leaders on their health and safety responsibilities.
- Interview the key staff with specific health and safety responsibilities.
- Complete site visits to all office and interview staff on health and safety arrangements as end users.

Initial briefing on findings to the Directors by 16th November 2015

- Draft report on findings and recommendations by w/c 30th November 2015
- Report to National health, safety and wellbeing committee on the findings and recommendations by w/c 7th December 2015

Phase 2 – Final report of recommendations including costs

Contract for Services

- Revised finalised report by 14th December 2015
- Report to CQC Executive Team 14th December 2015
- The Project will be completed by 30th December 2015

The review will be conducted with a caveat that no immediate investment to IT will be considered as part of the wider solutions

Price

The cost envelope for this work is £50,000 - £60,000 (excluding vat)

AUTHORITY RESPONSIBILITIES

THE SENIOR RESPONSIBLE PERSON FOR THIS PROJECT WILL BE TRACEY FORESTER WITH A PROJECT BOARD THAT WILL INCLUDE THE HEAD OF NCSC AND HEAD OF BUSINESS SUPPORT THIS PROJECT BOARD WILL REPORT TO THE DIRECTOR OF CUSTOMER & CORPORATE SERVICES.

CONTRACTOR RESPONSIBILITIES

THE CONTRACTOR SHALL:-

- (a) Keep in regular touch with the CQC lead in the form of kit / teleconference meetings and appropriate escalation of issues
- (b) Provide weekly updates to the senior responsible person
- (c) Perform quality assurance on all aspects of the programme
- (d) Provide the Commission with timely and ongoing evaluation and quality assurance information relating to the programme
- (e) Provide on a monthly basis updates on costs

CONTRACT MONITORING AND MANAGEMENT

Monitoring

The contract will be closely monitored by the Director of Academy and Customer Support Services. A Delivery Manager accountable for the change programme across Customer Support Services will maintain the overall diligence of the project. Quality of the service provision to ensure customer satisfaction will be monitored in accordance with the key performance indicators in the contract and outlined below, unless otherwise approved by the Director of Academy and Customer Support Services.

Management

Contract management will take place with the Director of People along with the Senior Commercial Business Partner and will require:-

- a) Monthly meetings to ensure all milestones are being met and that the project works within the budget that has been set (and the planned changes complement the wider change agenda for customer support services) with weekly calls between supplier and CQC to update on progress and a review of all expenditure.
- b) When appropriate attend meetings on site to review progress and discuss the service, as required by the Director of People.
- c) Attend a 'Lessons Learned' review with the commission as to whether the objectives of the contract were met, review the benefits achieved and to identify any issues for future projects.

Key Performance Indicators.

- 1) Provide a weekly high level status report on progress in delivering the requirement to the Director of People services.
- 2) Provide factual information to back up findings and recommendations
- 3) Indicate Benchmarks that are relevant to the work undertaken at time of options paper
- 4) Deliver an Options Paper relevant to the work undertaken
- 5) Deliver Route Maps relevant to the work undertaken and the future possibilities.
- 6) Deliver on time and within budget unless clarified.

Skills and Knowledge Transfer

The recommendations and learning will be part of the on-going strategy risk management plan for 15/16 and accountability of those in senior positions to deliver.

It is vital to ensure that all skills and knowledge gained by this requirement are retained by the CQC for the longer term.

PROPOSAL SUBMISSION

See Appendix A

Reference CQC PSO 055

**INVITATION TO TENDER FOR THE
INDEPENDENT REVIEW OF:**

**THE HEALTH AND SAFETY MANAGEMENT &
STRATEGY RESOURCES ACROSS ALL
FUNCTIONS AT THE CARE QUALITY
COMMISSION**

**TENDER SUBMISSION
(Part B)**

**THIS DOCUMENT IS TO BE COMPLETED BY THE TENDERER
AND SUBMITTED TO CARE QUALITY COMMISSION**

Closing date for submission of tender

12 Noon, 8th September 2015

NAME OF TENDERER: EDP Health Safety and
Environment Consultants Ltd

To be returned to the Care Quality Commission using Delta eSourcing Portal.

TIMETABLE

The timetable for this procurement is as follows:-

(a) Key Actions	(b) Dates
Deadline for Questions	Noon 2nd September 2015
Tender return date	Noon 8th September 2015
Contract award	Week commencing 21st September 2015
Contract start date	Expected 2nd November 2015

Questions received and responses offered will be distributed to all tenderers.

Contents

This is Part B for completion by the tenderer and returned to Care Quality Commission via the Delta e-tendering portal.

PART B

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1.COMPANY DETAILS

General information questions are asked for information purposes only and the responses will not be evaluated. The answers do however give the evaluation panel an overview of the organisation and its structure so it is important these are completed in full.

A1.	ORGANISATION DETAILS	
1.1	Please state the full name of the organisation submitting this tender EDP Health Safety and Environment Consultants Ltd	
1.2	Please state the registered office address Address: Lakeside, Alexandra Business Park, Prescot Rd, St Helens Postcode: WA10 3TT	
1.3	Please state the company registration number 3799102	
1.4	Please state the VAT registration number 741 2254 63	
1.5	To the best of your knowledge, does any director or senior officer of your organisation have any personal or financial connection with any member or senior officer of Care Quality Commission?	NO
	If yes, please provide details N/A	
A2.	CONTACT DETAILS (for communications, correspondence and enquiries relating to this tender submission)	
2.1	Please state the contact's name, and position within the organisation: Name: Mark Haydock Position: Managing Director	
2.2	Please state the contact's address: Address: Lakeside, Alexandra Business Park, Prescot Rd, St Helens Postcode: WA10 3TT	
2.3	Please state the contact's telephone number: 01744 766000	
2.4	Please state the contact's email address: mark.haydock@edp-uk.com	

2. RESPONSE TO REQUIREMENT AND SPECIFICATION

Compliance with Specification

Tenderers must provide a response to the Compliance with Specification section included below. Tenderers should note that this section will be assessed on a Pass/Fail basis. Therefore if a tenderer cannot or is unwilling to answer 'Yes', their tender will be deemed non-compliant and will be excluded from further consideration. Tenderers should confirm by deleting the inappropriate answer.

I confirm we comply with all elements of the requirement and specification as outlined in section 3 of this Invitation to Tender.	YES
Please use the space below to outline any areas where you cannot comply, or to provide any further information regarding compliance with the specification that you have not been able to state elsewhere in your tender submission.	
N/A	

Response to Requirement Statements

Tenderers must provide requirement statements in response to the questions below, to describe how they will meet the requirements of the contract. There are 5 requirement statements in total.

Tenderers are required to respond to all of the questions below. Questions should be answered in full and should not refer to other documents or appendices.

Tenderers are referred to section A of the Invitation to Tender (Part A) and reminded that evaluation of their requirement statements will account for 70% of their total tender score.

Requirement Statements				Question Weighting											
B1	Overview														
	Tenderers should provide a concise summary highlighting the key aspects of the proposal and telling us why they want to be considered against this specification.														
	Response:														
	EDP is a specialist provider of Health, Safety and Sustainability services to companies both within the UK and globally. We are excited about the potential opportunity to work with CQC and bring over 20 years of experience working in Health and Safety to deliver value and innovation to CQC.														
	EDP has developed as a national and international provider of Health, Safety and Sustainability services to a loyal and diverse client base. A sample of our clients is set out in the table below:														
A Sample of EDP's clients															
<table><tr><td>Accenture</td><td>The Crown Estate</td><td>London Stock Exchange</td><td>Microsoft</td></tr><tr><td>Ofsted</td><td>The British Museum</td><td>Bright Horizons Family Solutions</td><td>Network Rail</td></tr><tr><td>Bank of America Merrill Lynch</td><td>London Business School</td><td>Universal Music Group</td><td>Goldman Sachs</td></tr></table>				Accenture	The Crown Estate	London Stock Exchange	Microsoft	Ofsted	The British Museum	Bright Horizons Family Solutions	Network Rail	Bank of America Merrill Lynch	London Business School	Universal Music Group	Goldman Sachs
Accenture	The Crown Estate	London Stock Exchange	Microsoft												
Ofsted	The British Museum	Bright Horizons Family Solutions	Network Rail												
Bank of America Merrill Lynch	London Business School	Universal Music Group	Goldman Sachs												
EDP's business model has developed to enable us to serve clients of all sizes in many sectors and we leverage a strong core of consultative and technical experience supplemented by a number of strategic partners.															
EDP's core expertise lie in Health, Safety and Environment Compliance, Governance and Leadership, Risk Assessment, Safety and Environment Management System Development, Implementation and Certification, Workstation (DSE) Risk Management, Behavioural Safety and Cultural Change. Our core competencies are supplemented by specialist expertise in Fire Risk management, CDM and Energy Management. In recent years, EDP has developed a growing Corporate Responsibility practice encompassing expertise in Sustainability and Responsibility Strategy, Governance, Measurement, Reporting and Communication, Stakeholder Engagement, Benchmarking and Assurance.															
EDP has over 20 years' experience working with organisations to develop and improve effective safety management structures, teams and systems that deliver industry leading and award winning levels of safety performance, reduce claims and insurance costs and establish positive safety cultures and safe places to work.															

Requirement Statements	Question Weighting
<p>Recent examples of work that have particular relevance to our understanding of this project include:</p> <ul style="list-style-type: none"> • Strategic Review of Health and Safety Management - undertaking a review of the health and safety management including the structure and effectiveness of the support model for Bright Horizons (a global childcare provider) • Regulated sectors – undertaking a review of the health and safety management of Ofsted inspectors operating in heavily regulated school environments encompassing issues of safety and safeguarding • Multi-site work – undertaking a review of health and safety arrangements, systems and management across a national motor-dealership network encompassing their network of retail and repair locations as well as central office sites • Multi-site work – providing health and safety consultancy and compliance services to The Crown Estate’s Rural Portfolio of c2200 properties nationally • Regulated sectors – undertaking a review of health and safety management for a regional college encompassing safety and safeguarding of staff and students and the delivery of education into a heavily regulated environment (prisons and young-offenders institutions) • Behavioural safety programmes – development and delivery of a behavioural safety programme for a leading agricultural producer across multiple UK sites • Management information and reporting – development of Health and Safety balanced scorecards, performance measuring frameworks and reporting suites across a number of clients 	

B2	<p>Leadership</p> <p>Provide details of the qualifications and experience of the individual whose responsibility will be to ensure that the requirement is delivered as well as detail about the proposed team to support the implementation and why this individual and their team are suitable for this requirement.</p> <p>Response:</p> <p>EDP proposes to deploy a multi-disciplinary team of four people to deliver this piece of work.</p> <p>Joel Cook MBA – Joel is EDP’s strategy lead and would provide a range of skills to this project. He combines skills in research design and analysis with expertise in Management information and reporting as well as experience of developing strategy and Target Operating Models for safety management in organisations ranging from Housing associations to multi-national banks. As EDP’s strategy lead Joel is heavily involved in all of our strategic review work including reviews undertaken for Bank of America Merrill Lynch, Liverpool Mutual Homes, Bright Horizons, The Crown Estate and Halton Housing Trust. The works undertaken by EDP for these clients are in-line with the requirements of this tender scope and included:</p> <ul style="list-style-type: none"> • A review of the H&S, safeguarding and wellbeing provision across the business; • An evaluation of the suitability of the competency framework in place across the business; 	
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- Audit of sites to establish the effectiveness of H&S management at operational level;
- Assessment of the effectiveness of the integration of new acquisitions into the organisations safety management practices; and
- Identification of an effective structure for the H&S support function within the business.

For this project, Joel will be the Project Manager for EDP will responsibility for the delivery of the project for CQC and act as the key point of contact between CQC and EDP.

Andrew Nicholson BSc MSc AIEMA – Andrew is EDP's Service Delivery Director and brings a wealth of experience in managing projects and services across a diverse client base. Andrew is a skilled interviewer and observer and brings extensive experience in the development of Safety Management systems across multi-site organisations. Andrew oversaw the strategic H&S audits for both Ofsted and Bright Horizons and has also contributed significantly to strategic reviews for other businesses across the UK including Liverpool Mutual Homes, The Crown Estate, Microsoft, London Stock Exchange and Bank of America Merrill Lynch.

For this project Andrew will act as Project Director will ultimate responsibility for delivery.

Sharon Wooller CMIOSH – Sharon is an experienced Health and Safety Consultant with experience working across EDP's clients. Sharon is experienced in both review projects and longer term service delivery and has an excellent working knowledge of Safety Management systems, Governance and management of safety, organisational roles and responsibilities and behavioural safety. Sharon would be the technical lead for the project undertaking all aspects of compliance review work and leading interviews, observations and reviews of systems, processes and structures. Sharon has worked with a variety of clients over the course of her EDP career including Microsoft, London Business School, Bright Horizons and Accenture providing services ranging from auditing, strategic reviews, property compliance assessments, risk assessments, development and implementation of management systems and behavioural safety.

Mark Lombard CMIOSH – a Chartered Health and Safety practitioner with extensive experience of service delivery across several of EDP's clients. Mark's specialisms include Safety Management systems, Governance and management of safety in corporate environments and the use of software systems and intranets to deploy safety management systems for clients. Mark has worked with numerous clients during his career with EDP including Microsoft, London Stock Exchange, Societe Generale, London Business School, Ofsted and Bright Horizons providing services ranging from auditing, strategic reviews, property compliance assessments, development and implementation of management systems and behavioural safety.

In addition, should the project require additional resources EDP propose the following resources as back-up to the project team.

Rick Murphy CMIOSH, AIEMA – a highly qualified and experienced Chartered member of IOSH with knowledge of all aspects of health and safety management.

Sally Beck M.Sc, CMIOSH – a multi-skilled Chartered Health and Safety Practitioner with extensive experience of health and safety consulting in multiple industry sectors.

B3	Method Statement (Please answer both questions) Describe (with specific reference the elements of the requirements and the outcomes expected) how it is intended to deliver the requirements of the specification.	
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Response:

Introduction

EDP has a wealth of experience in providing similar services to those requested by CQC including strategic reviews of H&S for organisations including Ofsted, Bright Horizons Family Solutions, London Business School, Microsoft, Bank of America Merrill Lynch and London Stock Exchange (globally). We believe we are ideally placed to deliver this important project for CQC due to our experience working with the aforementioned organisations (plus numerous other blue chip clients).

As an example, EDP recently completed a strategic review of H&S for Bright Horizons Family Solutions, a global provider of childcare services with over 200 sites in the UK. The scope of works included:

- A review of the H&S, safeguarding and wellbeing provision across the business;
- An evaluation of the suitability of the competency framework in place across the business;
- Audit of sites to establish the effectiveness of H&S management at operational level;
- Assessment of the effectiveness of the integration of new acquisitions into the organisations safety management practices; and
- Identification of an effective structure for the H&S support function within the business.

Methodology

EDP's consulting methodology is designed to facilitate a thorough review of Health and Safety across organisations that considers the unique needs of the business, its current level of maturity in health and safety management and its broader organisational goals and strategy.

EDP's methodology begins by benchmarking organisations against recognised best practice, recognised industry models i.e. OHSAS 18001/HSG65 and legislative requirements for Health and Safety management for a triumvirate of foundational components – Strategy, Infrastructure and Practice.

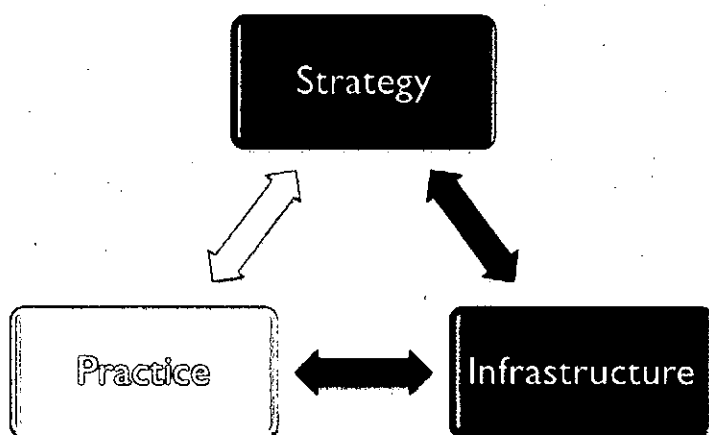


Figure 1: EDP's Review Methodology Framework

By reviewing these three foundational components of health and safety management, a full evaluation of organisational effectiveness encompassing successes & strengths and gaps & weaknesses in health and safety management will be identified to enable the development of a Target operating model for Health and Safety in CQC.

Benchmarking

An important aspect of EDP's review methodology is the identification of all relevant legal and regulatory compliance requirements as well as benchmarking of recognised best practice in relation to Health and Safety Management in Strategy, Infrastructure and Practice.

In this instance, as well as benchmarking against health and safety legislation, EDP would ensure that CQC Health and Safety arrangements are benchmarked against the regulatory requirements of both local and national government.

Benchmarking will provide an evaluation of legal and regulatory compliance and operational effectiveness against recognised best practice and the delivery of CQC's stated aims.

Identifying Successes & Strengths, Gaps & Weaknesses in Health and Safety Management

In comprehensively reviewing the Strategy, Infrastructure and Practice components of CQC's health and safety management model, the source of organisational strengths and weaknesses in health and safety management are highlighted and their causes identified. Where strengths and successes are observed, opportunities to scale and/or replicate examples of best practice and embed positive safety behaviours across the organisation are fed into the development of the target operating model.

Weaknesses are typically identified as having their source in one or more of three common Health and Safety management gaps. EDP's methodology ensures that not only are these gaps identified during the review process but that they are addressed through the development of a target operating model.

The Strategy Gap – The Strategy gap is observed when an organisation's Health and Safety strategy; operating model and corporate governance do not fully align with or encompass the breadth of operational activities across the business. Typically the Strategy gap is observed when organisational strategies change and/or organisations scale or diversify activities without reference to the implications for health and safety management. The Strategy gap is also evidenced where lack of clarity exists relating to overall roles and responsibilities for health and safety management and where health and safety does not have a clear line of responsibility within corporate governance structures. The aspects of the Strategy gap caused by alignment of Health and Safety with the organisation's operational activities are relatively easy to address; however, the aspects of the Strategy gap caused by weaknesses in Corporate Governance require an appetite amongst senior organisational Leadership to engage with and address weaknesses.

The Infrastructure Gap – The Infrastructure gap is usually evidenced by shortcomings in Health and Safety documentation, systems, day to day management responsibilities and processes and the extent to which they cover an organisation's scope of operations. This Infrastructure gap is relatively easy to close through projects of work, document refinement and development of systems and processes.

The Practice Gap – The Practice gap is evidenced by deficiencies in attitudes and behaviours as employees carry out their work, lead their people and manage projects in line with agreed policies, working arrangements and processes. The Practice gap is difficult to close; it requires time, leadership, culture change and is often addressed through addressing employee behaviours and establishing a strong behavioural safety culture at every level.

The dynamic nature of organisations means that at any point in time, all three gaps can usually be observed to some extent. Provided they are being

identified and programmes of work are in place to address them, the gaps themselves do not necessarily present evidence of legal non-compliance; however, not addressing gaps leaves organisations exposed legally, at risk of high claims costs resulting from incidents and accidents and at risk of significant damage to brand and reputation.

Developing the Target Operating Model

Having benchmarked CQC's current Health and Safety Management in the three foundational areas and identified areas of success and good practice alongside gaps and weaknesses, EDP's methodology enables the development of a Target Operating Model for Health and Safety in CQC.

This target operating model will set out recommendations for proposed structures and roles and responsibilities supported by the required resources and systems that provide an effective model of management for Health and Safety in CQC that will both develop and continually improve as the business grows.

As well as setting out the target operating model, EDP's methodology will identify programmes of work to address gaps, weaknesses and any areas of legal non-compliance that exist as well as setting out the changes in strategy, infrastructure and practice required to implement the target operating model for 'Keeping Everyone Safe'.

PROPOSED APPROACH

EDP's proposed approach to this piece of work is underpinned by the methodology set out previously which will be delivered through five phases of work.

Phase 1 – Project Initiation

The project initiation phase will involve the identification and engagement of key stakeholders and interviewees, agreement to lines of project communication and reporting and finalising of project timescales. It is expected that project initiation would encompass a meeting between the project team and CQC point of contact for the project.

Phase 2 – Evaluating Compliance and Operational Practice

This phase of work is focussed on benchmarking CQC's compliance with legal and regulatory requirements and recognised best practice. There are two elements to this phase of work.

Site compliance reviews

EDP proposes to visit individual sites where a review of their operations will take place and an evaluation of compliance with relevant legal and regulatory requirements will be undertaken.

Each site visited will receive a report on their level of compliance with findings from site visits also informing the overall project report and recommendations.

An Organisational compliance review

In addition to undertaking a review of compliance at site locations, it is proposed to undertake an evaluation of overall compliance at an organisational level producing an overall high level report on legal and regulatory compliance for the organisation. This will also include a review of the recommendations from the recent H&S audit.

This element of work will interface with the wider review of systems, processes and structures but will specifically focus on providing an evaluation of compliance with legal and regulatory requirements relating to health and safety management.

Phase 3 – Exploring Organisational Management

This phase of work aims to evaluate CQC's organisational management of health and safety and assess perceptions and opinions of health and safety management and culture across the organisation. There are three distinct elements to this phase of work.

Safety Climate Survey

EDP proposes to undertake a safety climate survey across the workforce as a cost effective method of evaluating perceptions of and attitudes to Health and Safety across the business.

Undertaking a Safety Climate survey across CQC would involve finalising an appropriate question set, use of an online survey tool to distribute the survey and collate responses. Response analysis and segmentation can then be undertaken and survey results, analysis and findings used to inform the overall project report and recommendations.

Stakeholder Interviews and discussions

A key aspect of exploring organisational management of health and safety will include interviews and discussions with stakeholders across the business. EDP will identify the key stakeholders to interview in consultation with CQC during the project initiation phase.

Observation/Attendance at Governance/Management meetings, site visits and audits

In addition to a broad survey and focussed interviews, EDP's project approach would also encompass attending and observing a number of key meetings and activities including governance meetings, health and safety committee meetings and any other meeting that is deemed relevant following consultation with CQC during the initiation phase of the project.

Phase 4 – Reviewing Systems, Processes and Structures

This phase of work aims to review CQC's Management systems, processes and structures in relation to the management of health and safety. There are three elements to this phase of work.

Review of Safety Systems and Statutory Documentation

EDP will undertake a review of CQC's policy and procedures relating to Health and Safety as well as reviewing the existing Safety Management system. This review is expected to encompass (but not be limited to):

- Relevant policies and procedures
- Safety Management System documentation and any audit reports
- Guidance notes, aide memoirs and briefing content

Review of Management Information, Analysis and reporting

To establish a picture of current levels of reporting, analysis and communication of data and intelligence relating to health and safety, EDP will review CQC's existing reporting and analysis including (but not limited to):

- Operational Management dashboards relating to Health and Safety
- Organisational Risk Management frameworks
- RIDDOR reporting procedures and statistics
- Accident reporting procedures and statistics (including near miss reporting)
- Insurance and Claims data over the past 5-10 years

Evaluating Governance, Roles and Responsibilities and competence

	<p>The third aspect of this phase of work involves a review of Governance, roles and responsibilities and competence and is likely to involve reviewing a range of information including (but not limited to):</p> <ul style="list-style-type: none"> • An organisational training needs analysis • A sample of site level training needs analysis and training records • Samples of training materials • Information on Governance and Management structures • A sample of role descriptions and performance management frameworks • Guidance notes and briefings <p>Phase 5 – Developing Recommendations</p> <p>Having completed the phases of review and evaluation work, the development of recommendations will involve two elements of work:</p> <p><i>Analysis of findings and development of a recommended Target Operating Model</i></p> <p>EDP's project team would collate and analyse review findings to inform the development of a target operating model for CQC's Health and Safety priorities. The target operating model would identify existing strengths and successes, gaps and weaknesses and set out recommended actions and activities for its implementation.</p> <p><i>Report preparation and presentation</i></p> <p>EDP would prepare an overall report that documented the findings and analysis of each phase of work, set out the proposed target operating model and made recommendations of specific activities and programmes of work to deliver it. EDP would also propose to present a summary of this report and recommendations to a group of key stakeholders for discussion.</p>	
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B4	<p>Implementation & resource plan</p> <p>Provide a complete resource plan for the delivery of the Specification including details of the team involved what these individuals will be doing.</p>	
	<p>Response:</p> <p>Please refer to Appendix A for a copy of the Project Plan.</p>	

B5	<p>Exit strategy & skills transfer</p> <p>Describe the processes and deliverables of the exit phase of the service and how skills will be retained within the Authority.</p>	
	<p>Response:</p> <p>A key aspect of EDP's approach to projects is to not only engage stakeholders in informing the "as-is" picture of health and safety</p>	

	<p>management but also engaging them in the developing "to-be" picture that is informed by the research and analysis phase of work.</p> <p>This engagement takes place across all stakeholders but is particularly focussed on individuals who will have responsibility for implementing changes and taking recommendations forward.</p> <p>This process is formalised through the production of clear outputs including a recommended target operating model including an implementation roadmap of actions and activities.</p> <p>The target operating model would identify existing strengths and successes, gaps and weaknesses and set out a roadmap of recommended actions and activities for its implementation as well as identifying key task owners with responsibility for implementing recommendations who will be engaged in shaping the target operating model and planning implementation activities. Through this process, an understanding of the rationale for change is embedded, the requisite level of technical knowledge to effect changes is imparted and ongoing ownership of recommendations and implementations within the organisation is established.</p>	
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Appendix A

[illegible]

3. PRICING SCHEDULE

Guidance

Tenderers are referred to section A of the invitation to tender (Part A) for further information on how price will be evaluated and are advised to ensure that they fully understand the evaluation methodology to be used to assess price.

Tenderers must take care to ensure they provide a price for each item/element of the pricing schedule as specified. Failure to complete the pricing schedule in full may result in the tender being rejected.

In the event you are unclear with regards to any section, please do not hesitate to contact Care Quality Commission via the Delta e-tendering portal.

Pricing Schedule

Suppliers are required to submit the financial aspects of their response on their own separate PDF format
document and for evaluation purposes this will account for 30% of the overall bid

3.TENDERING DECLARATION

In response to the Invitation to Tender for The Independent Review of Health and Safety Management, Strategy and Resources across all functions at CQC Dated 21st August 2015, We the undersigned, confirm that in submitting a tender against this contract that We

- 1 undertake that this offer shall remain valid and open for acceptance for a period of 90 days from the date of submission unless specifically withdrawn in writing.
- 2 understand that Care Quality Commission is not bound to accept any Tender it receives.
- 3 certify that We have not done, and We will not, at any time before the notification of tender results, do any of the following:
 - 3.1 Communicate to any person other than the person calling for the tenders the amount or approximate amount of the proposed tender, except where the disclosure, in confidence, of the approximate amount of the tender is necessary to obtain insurance premium quotations required for the preparation of the tender;
 - 3.2 Enter into any agreement or arrangement with any person that he/she shall refrain from tendering or as to the amount of any tender to be submitted;
 - 3.3 Offer to pay or give or agree to pay any sum of money or valuable consideration directly or indirectly to any person for doing or having done or causing or having caused to be done in relation to this or any other tender or proposed tender for the said work any act or thing of the sort described above. In the context of this clause the word 'person' includes any persons and anybody or association, corporate or unincorporated; and 'any agreement or arrangement' includes any such transaction, formal or informal, and whether legally binding or not.
- 4 contract and agree, on the acceptance of this tender, in whole or part, to perform the services detailed in the Specification, at the prices and terms quoted, and in accordance with the terms and conditions of the Customer Agreement.
- 5 accept the terms and conditions of the Customer Agreement set out in the Invitation to Tender, to which this tender is our response, and we undertake to perform any contract awarded as a result of this Tender in strict conformity with those terms and conditions.
- 6 understand that my/our responses to the questions posed in this invitation to tender including any explicit or reasonably implied undertakings, will form part of any contract subsequently entered into between myself/ourselves and Care Quality Commission.
- 7 confirm that if our Tender is accepted we will, if required, upon demand:
 - (a) Produce evidence that all relevant insurances and compliance certificates with relevant legislation and policy are held and in force;
 - (b) Sign a formal contract document if required;
- 8 agree that unless and until a contract is prepared and executed, this tender, together with your written acceptance thereof, shall constitute a binding contract between us.
- 9 certify that the information supplied is accurate to the best of our knowledge and we accept the conditions and undertakings requested in this invitation to tender. We understand that false information could result in my/our exclusion from further participation in this and future tender processes.

This Tendering Declaration should be signed by a director, partner or other senior authorised representative in his/her own name and on behalf of the organisation.

Signed: 

Date: 8th September 2015.....

Name of Signatory: Mark Haydock

Name of Organisation: EDP Health Safety and Environment Consultants Ltd.....

4. FREEDOM OF INFORMATION EXCLUSION SCHEDULE

PROVISION OF AN INDEPENDENT REVIEW OF THE NATIONAL CUSTOMER SERVICE CENTRE (NCSC) AND BUSINESS SUPPORT & PROCESS OF DELIVERY FOR CARE QUALITY COMMISSION

Tenderer's attention is drawn to the Conditions of Tender and the Terms and Conditions of the Contract. Tenderers should state here which items of information (if any) supplied by them in their tender they regard as confidential or commercially sensitive or which should not be disclosed in response to a request for information under the Freedom of Information Act. Tenderers should state why they consider the information to be confidential or commercially sensitive.

Disclosure of information is at the sole discretion of Care Quality Commission

Commercially sensitive information

I declare that I wish the following information to be designated as Commercially Sensitive:

N/A

The reason(s) it is considered that this information should be exempt under Freedom of Information Act 2000 is:

N/A

The period of time for which it is considered this information should be exempt is [until award of contract **OR** during the period of the contract **OR** for a period of [NUMBER] years until [MONTH], [YEAR] **supplier to delete as applicable.**

N/A

Signed: 

Date: 8th September 2015

Name of Signatory: Mark Haydock

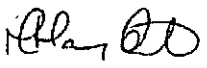
Name of Organisation: EDP Health Safety and Environment Consultants Ltd

4. QUALIFICATION OF OFFER

PROVISION OF NATIONAL RESOURCE PLANNING SOLUTION FOR CARE QUALITY COMMISSION

Please delete A or B as appropriate:

A. We do not wish to make any qualification of offer:

Signed: 

Date: 8th September 2015.....

Name of Signatory: Mark Haydock

Name of Organisation: EDP Health Safety and Environment Consultants Ltd

5. ENCLOSURES CHECKLIST

THANK YOU FOR TAKING THE TIME TO COMPLETE THIS TENDER.

To ensure your tender submission is evaluated properly Care Quality Commission needs to have a complete response from you.

Before returning this document, please check you have answered all sections and ensure that you have enclosed any relevant documents by completing the checklist below.

Please tick the appropriate box where you have completed the section.

CHECKLIST:	
Please also ensure that you have:	Tick Below
Completed the Company Details section.	√
Answered all questions and provided responses to the requirement statement questions in section 2, Response to Requirement and Specification. <i>(Your tender will be non-compliant if you have not completed this schedule)</i>	√
Completed the Pricing Schedule in full as directed. <i>(Your tender will be non-compliant if you have not completed this schedule)</i>	√
Completed the Freedom of Information Exclusion Schedule.	√
Completed the Qualification of Offer Schedule	√
Signed the Tendering Declaration page. <i>(NB it must be signed by suitably senior personnel as directed)</i>	√

PRICING SCHEDULE

See Appendix B

Care Quality Commission

Pricing – Review of the Health and Safety Management & Strategy Resources across all Functions at the CQC

Purpose:

This document sets out the pricing in relation to CQC's H&S Tender - Reference CQC PSO 055.

Document Date:

07 September 2015

Reference:

CQC PSO 055

Author Name	Mark Haydock
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Telephone	01744 766 000
Email	mark.haydock@edp-uk.com
Website	www.edp-uk.com

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1. INTRODUCTION

EDP is a specialist provider of Health, Safety and Sustainability services to companies both within the UK and globally. We are excited about the potential opportunity to work with CQC and bring over 20 years of experience working in Health and Safety to deliver value and innovation to CQC.

As requested in the ITT documentation, this separate document sets out EDP's pricing in relation to the strategic review of H&S requested in the scope of works provided.

2. PRICING

Our costs for this work are set out in the table below.

Phase	Project Element	Cost
Phase 1: Project Initiation	Project Initiation and planning & project management	£1,200
Phase 2: Evaluating Compliance and Operational Practice	Site compliance reviews (assuming 7 offices) plus reporting	£6,800
	Organisational compliance review	£1,200
Phase 3: Exploring Organisational Management	Safety Climate Survey	£2,400
	Stakeholder Interviews and discussions	£3,600
	Observation/Attendance at Governance/Management meetings, site visits and audits	£4,800
Phase 4: Reviewing Systems, Processes and Structures	Review of Safety Systems and Statutory Documentation	£2,400
	Review of Management Information, Analysis and reporting	£1,200
	Evaluating Governance, Roles and Responsibilities and competence	£2,400
Phase 5: Developing Recommendations	Analysis of Findings and development of a recommended Target Operating Model	£1,800
	Benchmarking, report preparation and presentation	£4,200
Total including expenses		£32,000

APPENDICES

A. Notes on Pricing

1. All prices are exclusive of VAT
2. Our payment terms are:-
 - 30 days from the date of invoice
3. This proposal and associated pricing is valid from the date of this document for a period of 90 days
4. Should circumstances be significantly different from those assumed, or change as a result of circumstances beyond our control, EDP reserves the right to adjust pricing following agreement with yourselves
5. Our price includes travel expenses for all site visits.



the right approach

Lakeside, Alexandra Business Park,
Prescot Road, St. Helens,
WA10 3TT, England

email: info@edp-uk.com
www.edp-uk.com

Office: +44 (0)1744 766000

Fax: +44 (0)1744 766025

Registered in England No: 3799102

MONITORING SCHEDULE

All monitoring process will be agreed between Care Quality Commission and EDP Health Safety and Environmental Consultants Ltd

COMMERCIALLY SENSITIVE INFORMATION SCHEDULE

There is now a Government requirement regarding transparency and visibility of central government procurement activities (tenders & contracts) to the public. All contracts over 10k must now be published on a single website, can you please advise me if there is any sensitive information within the contract that you do not wish to be published on "Contracts Finder", or alternatively please send me back a redacted version.

Contract for Services

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

SIGNED for and on behalf of

SIGNED for and on behalf

Care Quality Commission

EDP Health Safety and Environment
Consultants Ltd

Signature.....*E. M. Milner*.....

Signature.....*Mark Haydock*.....

Name.....*ELIEN M. MILNER*.....

Name.....*MARK HAYDOCK*.....

Position.....*EXECUTIVE DIRECTOR*.....

Position.....*MANAGING DIRECTOR*.....

Date.....*02/11/15*.....

Date.....*23/10/15*.....

