

ORDER FORM COVER SHEET

This Order Form is labelled as and referred to in the Call-Off Terms and Conditions as Appendix 1. The Call-Off Terms and Conditions, which gives rise to this Order Form, was executed between the parties on 27/11/2024. This Order Form sets out the specific terms and conditions for an individual project / statement of work.

The layout of this Order Form has been designed to improve visibility and clarity of the contracting process, retaining key components of Appendix 1 of the Call-Off Terms and Conditions which have been listed below for reference.

ORDER FORM

(Appendix 1 of the Call-Off Terms and Conditions)  
FRAMEWORK AGREEMENT (INSERT REF: 001141)

**Customer Name:** CQC

**C+ Practice Name:** Services Procurement

**Project Title:** 001 Co-creating The CQC Way

**Order Form Number:** 001 Co-creating The CQC Way


FROM

Customer Name	CQC
Customer Address	CQC 2 Redman Place Stratford London E20 1JQ United Kingdom
Invoice Address	
Key Contact for Customer:	

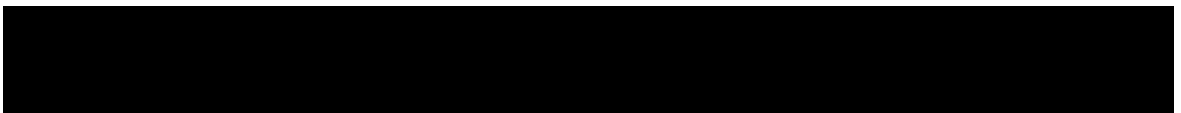
TO

MSP Name	Reed Talent Solutions Limited (trading as Consultancy+)
MSP Address	Academy Court 94 Chancery Lane London WC2A 1DT Company Registration Number: 11875450
MSP Delivery Team (Names & Contact Details)	

1	<p style="text-align: center;"><b>TERM</b></p> <p style="text-align: center;"><i>Clause 2 (Initial Contract Period) of the Call-Off Terms and Conditions</i></p>	
1.1	<b>Effective Date</b>	The Commencement Date of this Order Form is 02/12/2024
1.2	<b>Contract Date</b>	The Contract Date of this Order Form is / 04 December 2024 / 1d /
1.3	<b>Expiry Date:</b>	The Expiry Date of this Order Form is 30/04/2025
1.4	<b>Retrospective Signing</b>	<p>a. Subject to Clause 2.1 (Initial Contract Term) of the YPO Call Off Terms &amp; Conditions, the Parties agree that the terms and conditions of this Customer Order Form shall take effect from the Commencement Date stated herein".</p> <p>b. Where the Consultant Professional/Consultancy Organisation commences the delivery of the Services to the Contracting Authority, prior to the execution of this Customer Order Form, the Parties agree that the MSP shall not be liable for any Material Default which may have occurred during this period and liability shall not be applied to the MSP, retrospectively.</p>
2	<p style="text-align: center;"><b>SERVICES</b></p> <p style="text-align: center;"><i>Clause 12 (Supply of the Services) of the Call-Off Terms and Conditions</i></p> <p style="text-align: center;"><i>The MSP shall ensure that they meet or exceed the below Service Levels:</i></p>	
2.1	<p><b>Overview of Service to be provided:</b></p> <p>Please see agreed proposal appended.</p>	
2.2	<p><b>Deliverables and Milestones:</b></p> <p>Please see agreed proposal appended.</p>	
2.3	<p><b>Approval process for payment:</b></p> <div style="background-color: black; width: 200px; height: 40px;"></div>	
2.4	<p><b>Escalation process for issues:</b></p> <div style="background-color: black; width: 200px; height: 40px;"></div>	
2.5	<p><b>Roles and responsibilities of the Customer including contact details:</b></p> <p>Please see agreed proposal appended.</p>	
2.6	<p><b>Roles and responsibilities of the Consulting Organisation/ Consultant Professional: Please see agreed proposal appended.</b></p>	

2.7	<b>Project/implementation plan:</b> Please see agreed proposal appended.
2.8	<b>Base Location (if applicable):</b> Remote with possible on-site activities
2.9	<b>Name of the Consultant Professional/Consultant Organisation (if available):</b> 

3	<b>SECURITY AND VETTING</b> <i>Clause 13.2.7 of the Call-Off Terms and Conditions</i> <i>Where the Customer has any specific or additional vetting requirements, the Customer shall inform the MSP in writing below:</i>
3.1	


4.	<b>AMENDMENTS TO CALL-OFF TERMS AND CONDITIONS</b> <i>APPENDIX 3 of the Call-Off Terms and Conditions</i> <i>Clause 7.4 (Order of Precedence) of the Call Off Terms and Conditions,</i> <i>The Parties hereby agree to the following amendments of the Call-Off Terms and Conditions:</i>	
4.1	<b>INTERPRETATION</b> Clause 1 is amended to include the insertion of the definition of approval for payment notice for Zivio payment as set out below.	
	13.3.6	
4.2	<b>Manner of Providing the Services</b> <i>Clause 14 has been amended to include the insertion of Clause 14.5 and Clause 14.6 as set out below:</i>	
	14.5	“Notwithstanding any other provision of the Contract, the Customer shall be responsible for its operation and use of the Deliverables and for determining whether to use or refrain from using any recommendation that may be made by, or on behalf of the MSP. The Customer will be solely responsible for determining whether any Services provided by the MSP, the Consultancy Organisation and/or the Consultant/Professional (i) meet the Customer's requirements; (ii) comply with all laws and regulations applicable to the Customer and (iii) comply with the Customer's applicable internal guidelines and any other agreements it has with third parties. Neither the MSP, the Consultancy Organisation or the Consultant/Professional will provide the Customer with any legal, regulatory, compliance or financial advice. The Parties acknowledge that the foregoing modification is required by the MSP's insurance provider and agree that it does not change the economic balance of the Contract in favour of the MSP in a manner which was not provided for in the Framework.”

	14.6	Consultancy+ as an Intermediary 1 organisation, is not licensed to provide Professional Advice to its Customer and where a Consultant/Professional or a Consultancy Organisation offers an opinion or comments on the Customer's legal, construction, financial or compliance matters ("Professional Advice") in the course of performing the Services as instructed in the Order Form, the Customer accepts that such comments or opinions are not the opinions of the MSP even if such comments have later been brought to the attention of the MSP, the MSP shall not be responsible for any loss or damage the Customer suffers as a result and here advises the Customer to consult its professional advisors before progressing with any advice received. ."
<b>4.3</b>	<b>Data Protection</b> <i>Clause 27 has been amended as follows:</i>	
	27.9	<p>Clause 27.9 shall be deleted in its entirety and replaced with a new Clause 27.9 with the following wording:</p> <p>"The Processor shall, subject to Clause 27.11 remain fully liable for all acts and/or omissions of any of its Sub-Processors".</p>
	27.11	<p>Clause 27 has been amended to include the insertion of Clause 27.11 as set out below:</p> <div style="background-color: black; height: 40px; width: 100%;"></div>
<b>4.4</b>	<b>Intellectual Property</b> <i>Clause 32 has been amended as follows:</i>	
	32.3	<p>Clause 32.3 has been amended to include the following wording after the original provision.</p> <p>The Customer and the Consultant/ Professional or the Consultancy Organisation's shall prior to the Commencement date of the Project agree and record the details of any Pre-Existing IPR of the Consultant/ Professional or the Consultancy Organisation or Third-Party IPR that will be embedded in the Project IPR in writing and such agreement shall be attached as an addendum to this Order Form.</p>
<b>4.5</b>	<b>Liability, Indemnity, and Insurance</b> <i>Clause 41 notes</i>	
	41.3.1	Any amendment to the aggregate liability for either Party in Clause 41.3.1 shall be amended by inserting the amended value in this subclause 4.5.1.
	41.3.2	Any amendment to the annual aggregate liability for either Party in Clause 41.3.2 shall be amended by inserting the value in this subclause 4.5.
	41.8.1	Any amendment to the public liability insurance cover for either Party in Clause 41.8.1 shall be amended by inserting the values in this subclause 4.5.
	41.8.2	Any amendment to the employer's liability insurance cover for either Party in Clause 41.8.2 shall be amended by inserting the values in this subclause 4.5.
	41.14	Clause 41 has been amended to include the insertion of Clause 41.14 as set out below:

		<p>"Where the Consultant Professional/Consultancy Organisation commences the delivery of the Services to the Customer with the Customer's knowledge and/or approval, prior to the execution of this Customer Order Form, the MSP shall not be liable for any acts or omission of the Consultant Professional/Consultancy Organisation which leads to a Material Default (including any infringement or threatened infringement of a third party's intellectual property rights or a breach of the Data Protection Legislations) which may have occurred and in no event shall liability be applied to the MSP, retrospectively."</p>
4.6	<p style="text-align: center;"><b>Professional Indemnity</b></p> <p style="text-align: center;"><i>Clause 42.1 has been amended as follows:</i></p>	
	42.1	<p>Clause 42.1 shall be deleted in its entirety and replaced with a new Clause 42.1 with the following wording:</p> <p>"The MSP shall affect and maintain a professional indemnity insurance policy during the Contract Period and shall ensure that all agents, professional consultants, and Consultants/Professionals involved in the supply of the Services affect and maintain appropriate professional indemnity insurance during the Contract Period. To comply with its obligations under this Clause and as a minimum, the MSP shall ensure professional indemnity insurance held by the MSP and by any agent, sub-contractor or consultant involved in the supply of the Services has cover (for a single event or a series of related events and in the aggregate) of not less than £5,000,000 (five million pounds) or such higher limit as the Customer may reasonably require (and as required by Law or best industry practice) from time to time. Such insurance shall be maintained for a minimum of six (6) Years following the expiration or earlier termination of the Contract."</p>
4.7	<p style="text-align: center;"><b>Dispute Resolution</b></p> <p style="text-align: center;"><i>Clause 55.5.1 has been amended as follows:</i></p>	
	55.5.1	<p>Clause 55.5.1 shall be deleted in its entirety and replaced with a new Clause 55.5.1 with the following wording:</p> <p>"A neutral adviser or mediator (the "<b>Mediator</b>") shall be chosen by agreement between the Parties or, if they are unable to agree upon a Mediator within ten (10) Working Days after a request by one Party to the other or if the Mediator agreed upon is unable or unwilling to act, either Party shall then within ten (10) Working Days from the date of the proposal to appoint a Mediator or within ten (10) Working Days of notice to either Party that it is unable or unwilling to act, apply to a <b>suitable regulatory body</b> to appoint a Mediator."</p>
4.8	<p style="text-align: center;"><b>MSP Status</b></p> <p style="text-align: center;"><b><u>This section only applies when engaging with an Umbrella Company or Worker</u></b></p> <p style="text-align: center;"><i>Clause 4 of the Call-Off Terms and Conditions has been amended to include the insertion of Clause 4.2; Clause 4.3 and Clause 4.4 as set out below:</i></p>	
	4.2	<p>"Notwithstanding any other provision of the Call-Off Terms and Conditions and/or the Framework Agreement, the Parties agree and accept that:</p> <p>4.2.1 In cases of any ambiguity or conflict to the extent necessary this Clause 4.2 will supersede any other provision in the Call-Off Terms and Conditions and/or the Framework Agreement.</p> <p>4.2.2 the MSP's total liability in connection with this Call-Off Terms and Conditions shall not exceed the MSP Fees received by the MSP during the Contract Period.</p> <p>4.2.3 in no circumstances shall the MSP be liable for: (i) any losses, claims, damages, liabilities, fines, interest, penalties, costs, charges, expenses, demands and/or legal and other</p>

		professional costs arising from events outside the MSP's reasonable control; (ii) loss of profits, revenue, business, opportunity, goodwill, interest or savings, whether direct or indirect, howsoever arising; and/or (iii) any consequential, economic, indirect or special loss, howsoever arising."
	4.3	"For the purposes of Clause 4.1, the MSP shall not be responsible for the acts and/or omissions of any Consultant Professional as though they are the acts and/or omissions of its own Staff and the following matters shall be deemed to be outside the MSP's reasonable control unless and to the extent that they are a direct result of the negligent or fraudulent acts or omissions of persons employed by the MSP in the vetting and approval of the relevant Consultant Professional: (i) the acts and/or omissions of any Consultant Professional used in the performance of the Services, including without limitation, Consultant Professional negligence, fraud and fraudulent misrepresentation; and/or (ii) the provision or use of any outputs or Deliverable developed, written or prepared by any Consultant Professional."
	4.4	"Nothing in Clause 4.1 shall be deemed to exclude any liability which cannot by law be excluded, including without limitation for death or personal injury caused by negligence, or for fraud or fraudulent misrepresentation in all cases on the part of persons employed by the MSP to perform its obligations under the Contract, excluding any Consultant/Professional or Consultancy Organisation."

5.	<p style="text-align: center;"><b>MILESTONE PROVISIONS</b></p> <p style="text-align: center;"><i>Clause 18 Project/Statement of Work Price of the Call-Off Terms and Conditions</i></p> <p style="text-align: center;"><i>Clause 19 Payment of the Call-Off Terms and Conditions</i></p> <p style="text-align: center;"><i>Appendix 2 of the Call-Off Terms and Conditions</i></p>	
5.1	<b>Project/Statement of Work Price</b>	
	5.1.1	
	5.1.2	Any other pre-approved demonstrable additional costs or expenses the MSP may incur to enable it to provide the Services.
5.2	<b>Funding</b>	The Customer shall provide the details of any funding arrangements (if any) below: N/A
5.3	<b>Invoicing Arrangements</b>	
	5.3.1	The Customer shall within 7 days of the receipt of an Approval for Payment Notice from the MSP, review and approve the request for payment.
	5.3.2	The Customer shall approve submitted timesheets within two (2) days after the end of the week the time sheet refers to.
	5.3.3	Subject to Clause 13.2.16 of the Call Off Terms and Conditions, where the Customer delays approving payment requests, the MSP reserves the right to charge late payment fees based on the current Bank of England base lending rate.

	<b>5.3.4</b>	Following the approval for payment, the MSP will issue an invoice to the Customer for payment, which may also include the MSP fee.
	<b>5.3.5</b>	The Customer agrees to process for payment the invoice within the stipulated payment terms on the invoice.
	<b>5.3.6</b>	Where there is a dispute concerning the correct fees, the contracting Authority shall ensure they inform the MSP within two (2) days of the receipt of the Payment Notice and the Contracting Authority is here reminded that it is its responsibility to ensure that the correct amount of the fees are approved, as once approval is given, the MSP will not be liable for any mistakes in the amount or any delay to pay the Supplier and the foregoing shall in no event constitute a Material Default or trigger a breach of contract by the MSP.
<b>5.4</b>	<b>Purchase Order Reference</b>	

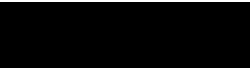
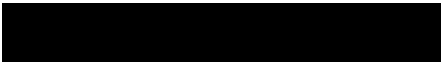
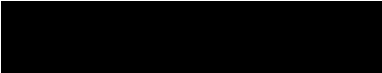
<b>6.</b>	<b>CONFIDENTIAL INFORMATION</b>  <i>Clause 29 of the Call-Off Terms and Conditions</i>	
<b>6.1</b>	Information that shall be deemed Commercially Sensitive Information or Confidential Information is as set out in the table below.	
<b>6.2</b>	The Parties agree that the duration that the information shall be deemed Commercially Sensitive Information or Confidential Information is as set out in the table below.	
<b>6.3.1</b>	The supplier will be given access to CQC staff who may discuss confidential topics. All discussions and documents shared during the course of the engagement must be treat as confidential.	

7.	<b>DETAILS OF PERMITTED PROCESSING</b>  <i>Clause 27 of the Call-Off Terms and Conditions</i>  <i>Appendix 5 of the Call-Off Terms and Conditions</i>	
In accordance with Clause 27 of the Call-Off Terms and Conditions the Customer in its role as the Data Controller sets out the following data processing requirements:		
7.1	Subject matter of the processing	During the course of their engagement the supplier will come across details of CQC employees such as email addresses, job titles etc etc. No other personal or sensitive data other than this will be shared with the supplier.
7.2	Duration of processing	Throughout the course of requirement
7.3	Nature and purpose of the Processing	Requested not provided
7.4	Categories of Data Subject	Requested not provided
7.5	Type of Personal Data	Requested not provided
7.6	Plan for return or destruction of Personal Data	Requested not provided

<b>8.</b>	<b>CONSTRUCTION PROJECTS</b>  To the extent that this Project / Order Form is deemed to be a Construction Contract within the meaning set out in section 104 of Housing Grants, Construction and Regeneration (HGCR) Act 1996, the Parties shall comply with the provisions of the HGCR Act relating to payment and adjudication.	
<b>8.1</b>	Due Date	The Due Date for approval shall be seven (7) days after the submission of an invoice by Consultancy Organisation.
<b>8.2</b>	Final Date	The Final Date for approval / rejection shall be fourteen (14) days after submission of an invoice from Consultancy Organisation in order to allow MSP to issue a payless notice on the 14th day.

**BY SIGNING AND RETURNING THIS ORDER FORM THE MSP AGREES** to enter a legally binding contract with the Customer to provide to the Customer the Services specified in this Order Form; incorporating the rights and obligations in the Call-Off Terms and Conditions.

**For and on behalf of the Customer:**

Name	
Job Title	
Signature	
Date	

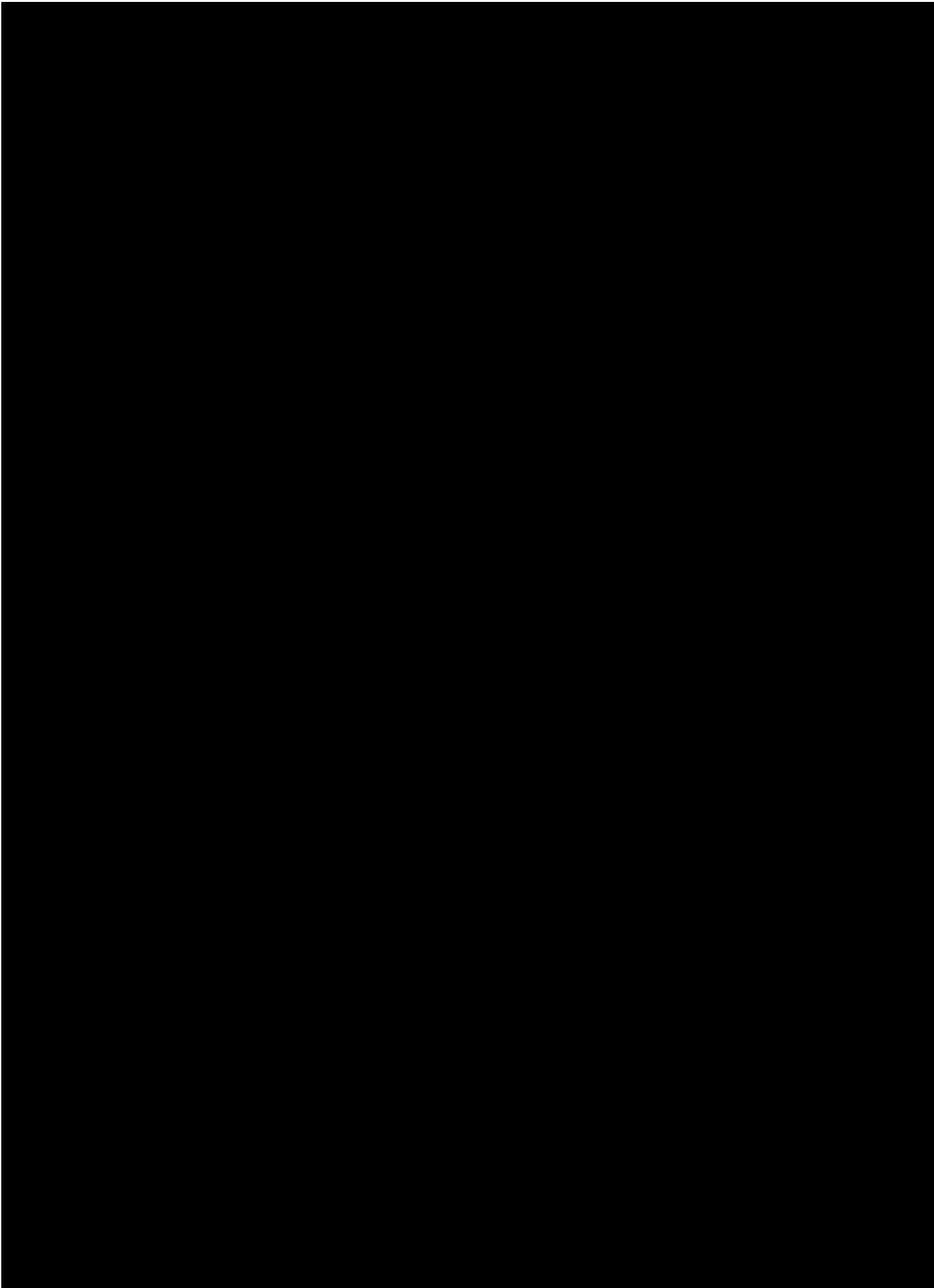
**For and on behalf of the MSP:**

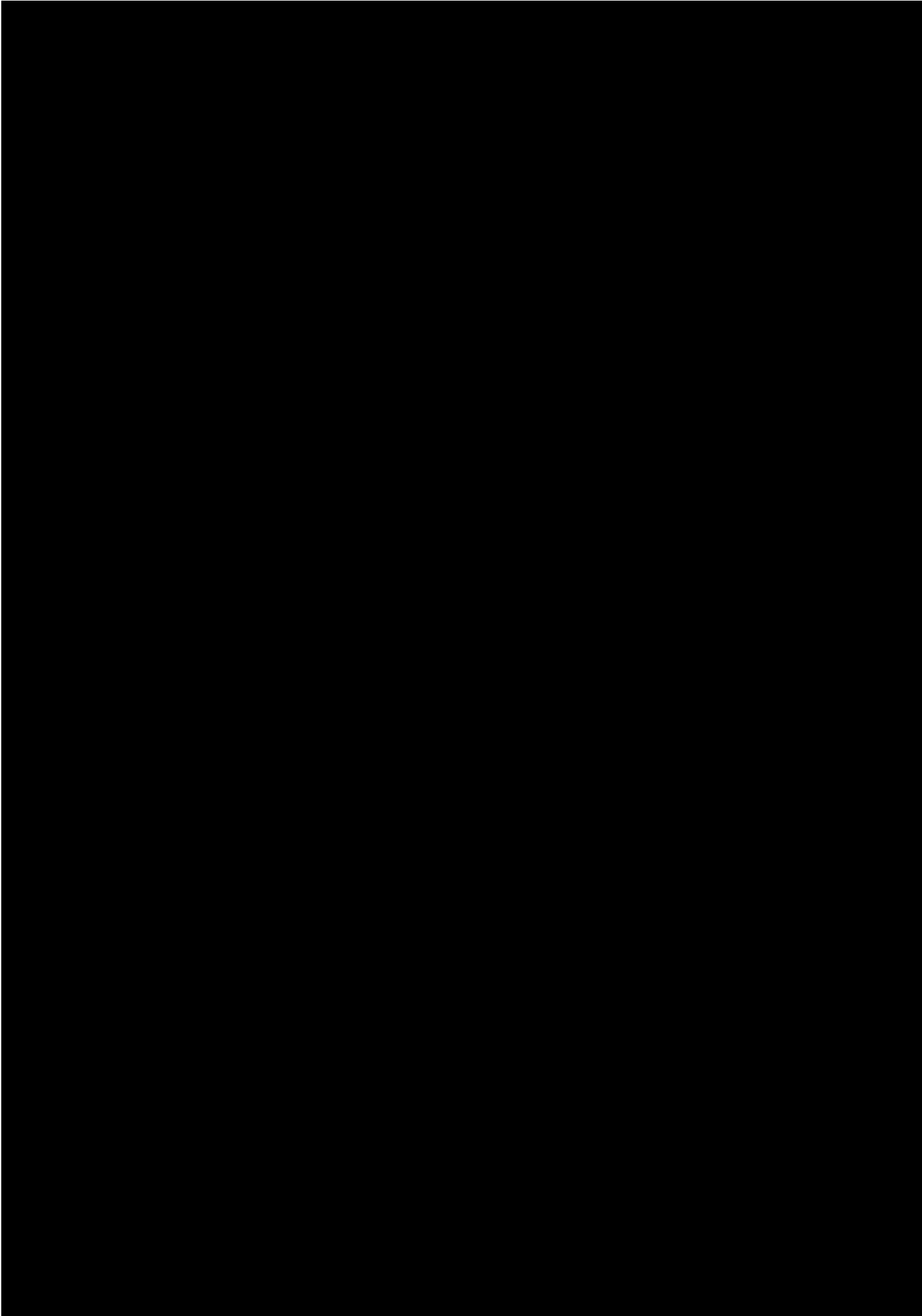
Name	
Job Title	
Signature	
Date	



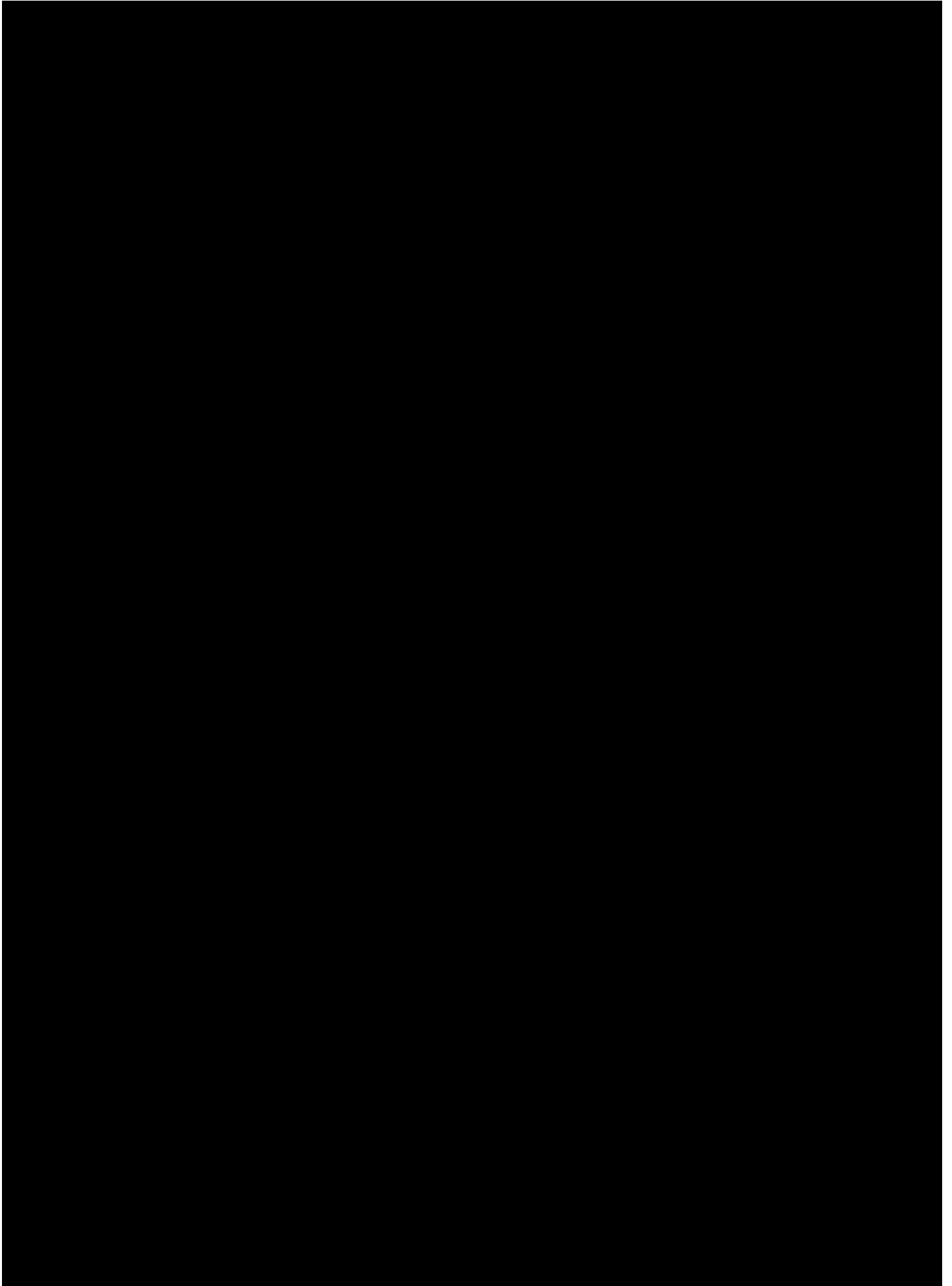
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**Appendix 1**





## Our Proposed Project Journey



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## Introduction

### The need for a “CQC reset”

Recent reviews have called for urgent and profound transformation of the Care Quality Commission (CQC). Both the Dash Review and Sir Mike Richards’ Review underscore significant challenges within the CQC, from structural and operational inefficiencies to issues in staff morale, sector relationships and overall performance and position. Sir Mike Richards brings this situation into sharp focus by advocating for a “fundamental reset” akin to the restructuring following the Robert Francis inquiry in 2012/13.

In response to this call for transformation, Sir Julian Hartley has been appointed as the CQC’s new CEO. We understand that he believes responding to calls for a reset will require CQC leadership to listen to its communities of colleagues and stakeholders, at scale, in order to re-establish trust through a process designed to deliver agreement and alignment to:

- a clearer purpose,
- a shared vision, unpacked by clear shared goals,
- refreshed shared values, which reflect the needs and experiences of both its workforce and those it regulates, unpacked by clear behavioural expectations, and
- a new sense of alignment about the CQC’s approach in the sector that it regulates.

In short, this is about co-creating the “CQC Way” – a strategic framework that can be used to reset and re-align the organisation culturally, structurally, and operationally. The development of such a framework must simultaneously respect the listing and engagements undertaken to date whilst bringing new data streams and analyses. This means the end product will be based upon insights from recent reviews, the lived experiences of CQC staff, the voice of the health and social care sector, and evidence and ideas from health and care experts and representative of patient and service user groups. Together, these streams of evidence will provide a holistic foundation for the co-creation of the CQC Way to guide its journey towards a unified and impactful regulatory approach.

## Clever Together: the ideal partner

Clever Together is uniquely positioned to support the CQC in this transformative process. Our agency has proven expertise in integrating evidence, expertise, and lived experiences at the heart of strategy and cultural change. Our track record also includes supporting Sir Julian Hartley at Leeds Teaching Hospitals NHS Trust (LTHT), where we co-created “The Leeds Way.” This programme of work successfully aligned the organisation around shared goals, values, and behavioural expectations, delivering lasting cultural change by guiding structural and behavioural transformation. Our approach, centred on crowdsourcing and en masse deliberation, enables the collective wisdom of diverse communities to shape and energise change efforts from the ground up, with top-down guidance. As a trusted partner across the NHS and local government, we bring a deep understanding of the CQC’s mission and a commitment to helping the organisation fulfil its potential. Over 1,000,000 people have been involved in our innovative methods to deliver similar large-scale projects. This means we can ensure the “CQC Way” is grounded in both robust insights and collective ownership, to create an enduring legacy that empowers the CQC to thrive under Sir Julian’s leadership.

## Phase 0: Initiate, Mobilise and Scope

This foundation phase will ensure that the CQC reset process is set up with a robust structure, clarity of purpose, and effective communication channels.

By consolidating feedback to date, mobilising teams, and setting up platforms for genuine listening, this phase will create a clear mandate for change grounded in collective insights from staff, stakeholders, and experts.

We propose four key streams of work:

### 1. Align leaders and agree support requirements (Week 1)

- **Hold in-confidence calls with Execs and senior leaders**  
To better understand the context and conditions or project initiation.
- **Hold a two-hour workshop with the Exec Team on December 3.**  
To complete a final check and challenge on the project journey and win their alignment and support.
- **Hold a 2-3 hour workshop with the Top 30 leaders on December 4.**  
To help reconnect them to the value of shared vision and values and to win their support for the project.
- **Hold detailed project explorations with communications, engagement and HR&OD.**  
To workout which parts of the project they can do with our light-touch facilitation and which Clever Together is required to lead with their support.

### 2. Build teams and initial communications plan for project launch

- **Establish and ready the core CQC Reset Ops Team**  
Form a blended project team of key CQC staff and Clever Together’s strategic and facilitation experts. This team will oversee the design, coordination, and delivery of all project phases.

- **Establish “Friends of CQC Steering Group”.**

Assemble a select group of leaders (potentially including people from outside the CQC) who bring broad expertise in health, social care, and regulation. This group will meet regularly with the CQC Reset Ops Team to provide inspiration and guidance, to review progress, and to help ensure alignment with national priorities.

- **Win Board support.**

A simple Board Development session to:

- + introduce the project,
- + reconnect everyone to the value of being vision and values-led,
- + win Board support to be active ambassadors for the project with a real sense of agency and their commitment to the journey ahead.

- **Get ready to introduce the "CQC Reset" project.**

Develop initial communications campaign to outline the journey and objectives, acknowledging the findings and recommendations from recent reviews and explore how we can build anticipation for deeper engagement.

### 3. Consolidate feedback and recommendations

- **Gather all relevant data and insights.**

There is a lot of learning within recent reviews, performance assessments, internal feedback, and external sources. This must be brought into a centralised, accessible resource – such a consolidation will provide a clear foundation for understanding the key areas requiring transformation.

- **Distil core learning.**

Clever Together will ensure that this information is not just collated and organised, but that it is also reviewed for recurring themes, high-priority issues, and actionable insights.

### 4. Analyse the data collected by CQC’s "Tell Julian" digital channel for CQC staff

- **Analyse what CQC staff say are their top hopes and fears.**

Sir Julian has already written to all staff members to visit a CQC questionnaire, where they have been invited to share the top things they'd like to see addressed by his arrival. The aim is to provide Sir Julian with direct insights and intelligence into internal sentiment and ideas, ready to shape the remainder of the project and to be used in the facilitation of an open dialogue across the wider workforce.

Clever Together will:

- + analyse the above data to distil the key priorities and "tell the story",
- + ensure the results of the engagement are both rigorously examined and impartial.

## Outputs of Phase 0

### 1. Leadership alignment.

Leaders will feel aligned to the propose CQC reset approach, with a clear sense of agency and expectations.

### 2. Insight to feed and shape project design.

We will have better insight of internal conditions to understand the need for the project and the extent of support required.

### 3. Clear costings for the remainder of the project.

We will have clarity on the roles of our respective teams and technologies and the amount of time required to successfully lead this work.

## Summary and next steps

**In short, Phase 0 will establish a robust foundation and clarity on the remainder of the project. Our fees for this initial support and scoping are £10,000 plus VAT.**

The two appendices that follow share:

1. What we currently imagine will be necessary for a successful project.  
Note: The activities above will determine the extent to which this proposal is correct and the extent of support the CQC needs.
2. The features and benefits of Clever Together's #SafeSpaces Method.

## Next steps.

1. For CQC to explore and agree to this Phase 0 work.
2. To await a tech licence proposal for the use of our #SafeSpaces tool in the project (and beyond, if you wish).
3. To receive a fully costed proposal by December 16 at the latest, preferably December

# Appendix 1: A more detailed overview of the concept

## Phase 1: Consolidate and Prep for Wide Launch (December - January)

This foundation phase will ensure that the CQC reset process is set up with a robust structure, clarity of purpose, and effective communication channels, key activities will include:

- consolidating and respecting insights from recent reviews and surveys, • establishing and/or analysing early staff and stakeholder feedback, and
- designing an deep and wide engagement campaign.

These efforts will yield a clear mandate for change and a project and communication plan anchored in stakeholder feedback and the CQC's mission, supported by right people to deliver this project at pace.

We propose five key streams of work:

### 1. Activate communications plan and project launch

- **Paint out the journey – pique interest.**

We must ensure staff and stakeholders feel informed, valued, and involved from the outset. This means painting out the journey and opportunities to get involved whilst carefully balancing transparency and flexibility in the messaging, to allow for adaptation based on feedback and opportunities that arise.

### 2. Establish "Tell Julian" digital channel for external stakeholders

- **Invite CQC stakeholders to share their top hopes and fears.**

Launch an independent "Tell Julian" process tailored for CQC's stakeholders, including:

- + executives from inspected organisations,
- + health and care experts, and
- + representatives of patients and service users.

This platform will gather perspectives on how the CQC can better meet sector needs and contribute positively to health and social care.

- **Ensure wide reach.**

Promote the platform through the CQC's well established strategic communications to reach a broad, diverse range of external voices, ensuring representation across regions, sectors, and service types.

### 3. Analyse data to deliver a mandate for change

- **Build a mandate for change.**

Clever Together will lead a rigorous analysis of the data from the "Tell Julian" processes for staff and stakeholders, alongside the consolidated review findings, to define a clear mandate for change. Essentially this means we will distil a clear story that unites the key themes, key aspirations, and challenges that we've capture.



- **The mandate will call for change and make a promise.**

We anticipate the data will highlight the need for CQC to rethink or refine its:

- + purpose and vision,
- + organisational goals,
- + core regulatory approach, and
- + values and professional standards (i.e., behavioural expectations). Hence, the mandate will call for the “CQC Way” and must make promises to deliver a significant change journey, together with its people and stakeholders.

#### 4. Design national co-creation exercise

- **Engagement design**

Building on the insights from the initial data analysis, Clever Together’s experience and the steering groups counsel, we will design a national co-creation exercise to engage CQC colleagues and stakeholders in shaping the future of the organisation.

- **A blended approach to listening at scale with psychological safety.**

We anticipate that this exercise will consist of:

- + Two large-scale, in-person events (one in London and one in the North of England).
- + Two digital events to widen participation: - one for internal CQC staff, and - one for external stakeholders.

- **Advance invites to events in January and February.**

Invitations must be sent in early December (perhaps along with invites to “Tell Julian”) and venues booked to ensure key stakeholders are aware, prepared, and able to participate and that our CQC reset team is ahead of all logistics.

#### 5. Adapt project plan and communications

- **Refine the plan, if necessary.**

Consider any the implications of the above and refine project goals and timelines, if necessary, ensuring alignment with the needs and perspectives identified through the early feedback channels.

- **Refine comms, if necessary.**

Likewise, we will need to consider any implications for the communications plan, adjusting the next phase of communications to enhance engagement strategies.

#### Outputs of Phase 1

1. **Baseline and mandate for change.**

A consolidated baseline for the CQC reset, incorporating independent review findings, internal and external voices, and expert counsel. This baseline will articulate the shared mandate for change, identifying critical areas for focus and improvement.

## 2. Clear communication for next steps.

A communication outlining the next steps in the CQC reset journey, calling for the establishment of the “CQC Way.” This will outline how CQC’s purpose, values, goals, and professional standards will be co-created through national deliberation and engagement across the sector.

**This phase will establish a robust foundation for the CQC’s transformation journey, generating alignment, fostering trust, and setting the stage for an impactful, collaborative co-creation process.**

## Phase 2: Convene and Deliberate (January - February)

In this phase, the focus shifts from feedback to towards direct deliberation and conversation with CQC staff, external stakeholders, and the broader health and social care sector.

Through a series of structured, participatory events, Phase 2 aims to deepen insights from Phase 1, inviting CQC’s communities to collectively examine and refine the organisation’s emerging purpose, vision, goals, and values.

By creating both physical and digital spaces for deliberation, this phase seeks to further establish CQC shift towards a collaborative, more effective regulator under Sir Julian’s leadership. We propose two core streams of work:

### 1. Prepare physical and digital infrastructure for a national co-creation exercise

#### o Physical space – logistics and facilitation.

- + Secure venues for three in-person events: one in London, one in the midlands and one in the North of England. These venues should accommodate large groups and be accessible to a diverse range of participants, including CQC staff, regulated entities, health and social care experts and representatives of health patients and service users.
- + Coordinate with venue teams to ensure that the spaces are conducive to open discussion, equipped with breakout rooms or smaller areas for group deliberations, and supported by necessary audiovisual resources.
- + Dr Peter Thomond could act as the MC and lead facilitator – he’s experienced in managing large participatory gatherings, to support both structured deliberations and open discussions – we can invite OD professional from the CQC to support table facilitation, etc.

#### o Digital infrastructure via Clever Together’s #SafeSpaces tech.

- + Prepare the #SafeSpaces platform to host two parallel digital events: - one for CQC colleagues, and
  - one for external stakeholders (e.g., inspected organisations, healthcare experts, and patient and service user representatives).
- + Ensure that information governance (IG) and data protection impact assessment (DPIA) requirements are fully in place by December, safeguarding participants' data and creating a secure, inclusive space for sharing insights.
- + Tailor the #SafeSpaces platform with CQC branding and intuitive navigation to ensure seamless user experience. Include custom features for:
  - baseline tracking,
  - enabling conversations,
  - gathering real-time feedback,
  - tracking engagement metrics, and
  - ensuring psychological safety for candid contributions.



- o **Operational readiness for facilitation and support:**

- + Mobilise a support team for both digital and in-person events, providing live technical assistance, guidance on participation, and maintaining a safe and respectful environment.
- + Conduct test runs for digital and physical event setups to identify any logistical or technical gaps, ensuring a smooth, impactful experience for all participants.

## 2. Host national co-creation exercise: digital and physical engagement events

- o **Three physical events.**

- + Host one event in London, one in the midlands and one in the North, designed for in-depth, face-to-face discussions among CQC staff, healthcare sector leaders, and representatives from inspected organisations.

- o **Two digital events.**

- + Run parallel sessions on the Safe Spaces platform. One session will focus on CQC colleagues, while the other will include external stakeholders, ensuring widespread accessibility and inclusive engagement across the sector.

- o **Three core actions.**

- + **To share findings and emerging insights.**

- Sir Julian and team can present a summary of Phase 1 insights, including the:
  1. mandate for change and
  2. the preliminary outline of CQC's purpose, vision, goals, core approach, and values.
- Use visual aids, case studies, and storytelling to make findings relatable and impactful, setting the stage for meaningful deliberation.

- + **To invite deliberation.**

- Invite staff and stakeholders to safe, structured spaces to check, challenge, and enhance the initial findings.
- Through guided discussions and facilitated sessions, we can encourage feedback on the early draft purpose, vision, and values, as well as behavioural expectations, and a new CQC approach.
- In digital events, our #SafeSpaces' tech enables interactive features to allow participants to vote, comment, and engage in moderated discussions, capturing a range of perspectives in real time - #SafeSpaces can be used to aid the physical events, too.

- + **To showcase a Collaborative and Adaptive Regulator:**

- Demonstrate CQC's commitment to a collaborative and transparent approach under Sir Julian's leadership, reinforcing the shift towards a more responsive, effective regulator.
- Highlight concrete ways in which the CQC will incorporate sector feedback into future operations and policy.
- Build trust with stakeholders by being transparent about the journey, acknowledging the challenges the CQC faces, and detailing how these engagements will directly contribute to meaningful, lasting change.

## Outputs of Phase 2

### 1. Demonstrable engagement.

- By completing both digital and physical events, the CQC will have a comprehensive record of engagement, illustrating that the voices of CQC staff and the wider health and care sector have been actively involved in shaping the organisation's direction. This evidence of participation will strengthen the legitimacy of the "CQC Way."

### 2. Early indicators of confidence shift.

- Clever Together's Safe Spaces technology will enable real-time tracking of participant sentiment, providing an early gauge of confidence in the CQC's direction. This data will offer valuable insights into whether stakeholder confidence in the CQC is beginning to shift positively.

### 3. Extensive data sets to feed the CQC Way:

- The events will generate a rich dataset of contributions, capturing diverse viewpoints on the emerging purpose, vision, goals, approach and behavioural expectations. This input will directly support the development of a robust, cocreated strategic framework for the CQC.

**By the end of Phase 2, the CQC will have cultivated a deeper understanding of the needs and aspirations of its workforce and the sector it regulates. This collaborative approach will reinforce Sir Julian's commitment to transforming the CQC into a regulator that listens, adapts, and serves with integrity, paving the way for a new era of accountability and impact in health and social care.**

## Phase 3: Analyse and Synthesise (February)

In Phase 3, Clever Together will work closely with CQC teams to undertake a thorough analysis and synthesis of the data collected through the national co-creation exercise. Our aim is to distil this wealth of input into a refined "CQC Way" framework that is both profoundly simple and powerful. It will comprise a clear:

- purpose,
- vision,
- shared goals,
- core operational approach, and
- internal values and behavioural expectations.

This phase will solidify the foundation for transformation, providing a structured roadmap for the CQC's journey under Sir Julian's leadership. We propose three key steps for analysis and synthesis:

### 1. Compile, organise and analyse data

- **Gather and consolidate data from all engagement streams.**  
Bringing together everything we've heard through our digital and physical events to date, including any further insights from structured discussions or data capture by other teams and policy advisers.
- **Organise the data**  
Organise data that contributes to shaping a clearer purpose and vision, goals, values and behavioural expectations and operational approach.
- **Analysis to extract key insights**  
Clever Together's platform analytics will aid in clustering responses by theme, priority, and sentiment, and type of contributor, to ensure we are not being skewed by any one type of stakeholder.  
  
Using both automated analytics and manual thematic coding, Clever Together will conduct a deep analysis of the data to identify overarching themes, recurring issues, and unique insights.  
  
Sentiment analysis is used to gauge participant confidence and alignment with emerging ideas, and map how perspectives vary across different stakeholder groups (e.g., internal staff, external stakeholders, inspected organisations). Collaboration with CQC's teams will ensure we integrate contextual understanding of the data, drawing on their expertise to interpret findings within the operational realities of the CQC.

### 2. Synthesise the analysis to reveal the "CQC Way"

- **Articulate the "Why".**  
Establish a clear, concise purpose and vision for the CQC based on collective aspirations and sector needs, synthesising participant insights into inspiring, forward-looking statements. Both will reflect the CQC's role as a collaborative, adaptive, and impactful regulator.
- **Define the "What".**  
Outline the shared goals that the CQC aims to achieve, collectively they must unpack the vision, and each must be accompanied by tangible promises and targets for change – in the near and far horizons. These goals will address the expectations and needs highlighted by stakeholders and will serve to guide everyone's persona, team and divisional action plans in service of the broader transformation of the CQC.

- o **Clarify the “How”.**

How the CQC will work has two parts:

1. The high-level core approach that will govern the CQC’s regulatory activities and interactions with the sector.
2. The shared framework of values and behavioural expectations for internal culture change, providing clear behavioural standards that align with the CQC’s renewed mission and foster a supportive, accountable workplace environment.

The first will help everyone to realign the services and interventions of the regulator, the second will help everyone to role model, celebrate and uphold a new culture within the CQC.

## **0. Report on engagement**

- o **Craft clear, accessible report materials.**

A report to convey the refined “CQC Way” and the journey so far to all relevant

stakeholders. These materials will include a summary of key findings, and an outline of next steps in our project journey.

## **Outputs of Phase 3**

### **1. Refined “CQC Way” Framework:**

- o A coherent framework that defines:
  - + **Why (Purpose and Vision):** A unifying purpose and inspiring vision that reflects the aspirations of both staff and the sector.
  - + **What (Goals):** Clear, actionable goals with measurable promises and targets for organisational and sectoral improvement.
  - + **How (Core Approach and Values):** A high-level external regulatory approach and an internal framework of values and behavioural expectations that align with the CQC’s new vision.

### **2. Materials to feed communications and next steps.**

- o Content summarising the co-creation of the “CQC Way” so far, including key findings and next steps. This will prepare CQC leaders to convey the refined framework effectively to both internal and external audiences in the next steps.

**Through this rigorous analysis and synthesis phase, Clever Together and the CQC will cocreate a strategic, values-centred framework that brings clarity, direction, and unity to the CQC’s mission. This refined “CQC Way” will be the foundation for Phase 4, where it will be validated, and activation plans built.**

## **Phase 4: Validate and Plan to Activate (March)**

In Phase 4, the focus shifts to supporting Sir Julian and his team to:

- validate the “CQC Way” with senior colleagues and political stakeholders, and
- craft a robust high-level activation plan.

This phase will ensure that the framework is fully endorsed and ready to guide the CQC’s transformation both internally and externally. We propose two core streams of work:

## 1. Validate of the “CQC Way” with senior stakeholders

- **Engagement with senior CQC colleagues:**
  - + Present the “CQC Way” to senior colleagues across the organisation, including the leadership team and representatives from each directorate. This presentation will cover the refined purpose, vision, goals, core regulatory approach, values, and behavioural expectations.
  - + Create a structured feedback process, allowing senior colleagues to review the framework’s components and share what they feel is strong, wrong, or missing.
  - + This feedback will provide essential insights to polish and finalise the framework.
- **Engagement with political and sector stakeholders:**
  - + Organise a targeted presentation for political stakeholders and key sector leaders, including members of relevant governmental bodies and influential health and social care leaders.
  - + This will highlight the CQC’s renewed mission and goals, clarifying how the regulator plans to evolve and serve the sector more effectively.
  - + Solicit feedback on the framework’s alignment with sector expectations and regulatory requirements - stakeholders will be asked to offer input on any elements they believe could be strengthened, ensuring that the final framework is both ambitious and pragmatic.
  - + Document and analyse all feedback received, focusing on actionable insights for minor refinements, while maintaining the integrity of the original framework co-created through the national deliberative process.

## 2. Develop the CQC Way activation plan

- **Internal activation plan:**
  - + Design a high-level internal activation plan that demonstrates how the “CQC Way” will be embedded within the organisation’s culture, operations, and governance. This plan will outline steps for aligning internal teams with the framework, using the “CQC Way” as a leadership and performance management tool.
  - + Define how the values and behavioural expectations will be incorporated into everyday operations, from recruitment and onboarding to staff training, development, and performance reviews. This will include guidance for leaders on how to embody and role-model the new values.
  - + Engage local teams to understand capacity and capability needs, ensuring that the activation plan respects organisational realities and empowers staff at all levels to adopt the new framework.
- **External Activation plan:**
  - + Develop a strategy for activating the “CQC Way” externally, outlining how the framework will be communicated to inspected organisations, health and social care providers, and the public.
  - + Identify touchpoints where the “CQC Way” can be integrated into regulatory processes and communications, reinforcing CQC’s renewed commitment to collaborative, values-led regulation.
  - + Plan for engagement with external stakeholders to encourage alignment with the CQC’s goals, values, and regulatory approach. This will help build trust and cooperation, reinforcing the CQC’s position as a transparent, supportive, and accountable regulator.
    - **Communication and engagement plan:**
  - + Craft communication materials to announce the finalised “CQC Way,” articulating its significance for both CQC staff and the wider sector. These materials should convey the core components of the framework (purpose, vision, goals, values) and the practical ways in which it will impact regulatory practices.



- Develop an internal campaign that inspires staff to embrace the “CQC Way” and see it as a source of guidance and motivation in their roles. Externally, build messaging that positions the CQC as a modern, collaborative regulator committed to serving health and social care communities across England.

## Outputs of Phase 4

### 1. The finalised “CQC Way”:

- A strategic framework that captures the refined purpose, vision and goals, values and behavioural expectations, and high-level approach to the sector, validated by key internal and external stakeholders. ○ This document will be the culmination of an inclusive co-creation process, grounded in the voices of CQC staff, sector representatives, and political leaders.

### 2. The High-Level “CQC Way” Activation Plan:

- A comprehensive plan outlining the steps to embed the “CQC Way” as a tool for leadership, performance management and culture change.
- This activation plan will detail how the framework will be used internally to realign the CQC and externally to build trust and cooperation across the sector, answering Sir Mike Richards’ call for a fundamental reset and creating the foundation to respond to the Dash review, too.

**By the end of Phase 4, the “CQC Way” will be a validated, actionable framework with clear plans for implementation, positioning the CQC to reset as a transparent, effective, and collaborative regulator under Sir Julian’s leadership.**

## Phase 5: Sign-Off and Announce (March)

The final phase focuses on securing formal approval for the “CQC Way” and its activation plan and launching these foundational elements internally and externally.

This phase will mark the official endorsement of the framework by the CQC’s Board and share it widely with CQC staff and stakeholders, setting the stage for the regulator’s transformational journey under Sir Julian’s leadership. We propose four key activities:

### 1. Hold an “extraordinary Board session” for review and approval

- **Present the journey and result.**  
Organise and support an extraordinary session with the CQC Board, where senior leaders will review the finalised “CQC Way” and activation plan. This session will present the culmination of insights gathered from CQC colleagues, stakeholders, and the sector, showcasing the framework as the product of a collaborative and inclusive process.
- **Check for any final anti-bodies.**  
Allow Board members to discuss and confirm their support for the purpose, vision, goals, values, and behavioural expectations outlined in the framework.
- **Gain formal Board approval.**  
Win the “green light” to activate the “CQC Way” and implement the associated transformation actions. This endorsement will symbolise the Board’s confidence in the framework and commitment to embedding it across the organisation.

## 2. Internal launch for CQC Colleagues

- o **Design and plan internal announcements.**

Plan an internal announcement event for CQC colleagues, which may include a physical launch at CQC headquarters or a virtual launch for accessibility across the organisation.

Design the launch to be engaging and motivational, with presentations from Sir Julian and other key leaders, emphasising the significance of the “CQC Way” and its impact on the organisation’s mission and culture.

- o **Launch the CQC Way.**

Provide accessible materials that explain the framework and activation plan in straightforward terms, highlighting how each part of the “CQC Way” will guide day-to-day operations and inspire a renewed and reset commitment to service.

## 3. External launch for CQC stakeholders

- o **Design and plan external announcements.**

Organise an external announcement to bring the “CQC Way” to health and social care stakeholders, inspected organisations, regulatory bodies, and the public. Depending on the audience and logistical preferences, this announcement can be delivered through a physical event or a virtual launch, ensuring broad access and engagement.

- o **Launch the CQC Way.**

Use this launch as an opportunity to communicate CQC’s transformation and new collaborative approach under Sir Julian’s leadership, reasserting the CQC as a transparent, forward-thinking regulator committed to delivering excellence in health and social care.

## 4. Create supporting materials and documentation

- o **Presentation paper for the “CQC Way”.**

Develop a concise document that outlines the “CQC Way,” detailing its purpose, vision, goals, values, and core approach. Include a simple appendix with an evidence base, summarising key insights from the co-creation process to validate the framework’s foundation.

- o **High-level activation plan.**

Share a clear and straightforward activation plan that highlights the specific changes, actions, and timelines needed to implement the “CQC Way.” This document will serve as a roadmap, guiding leaders and staff as they work to embed the framework at every level.

## Outputs of Phase 5

### 1. Board approval.

- o Formal endorsement from the CQC Board, symbolising the organisation’s commitment to the “CQC Way” and providing the green light for its implementation across the regulator.

**2. Internal announcement.**

- An engaging launch for all CQC colleagues, sharing the “CQC Way” as a new guiding framework for their work and inspiring collective commitment to the reset.

**3. External announcement.**

- A public-facing launch, either physical or digital, introducing the “CQC Way” to stakeholders, regulated organisations, and the public, affirming CQC’s renewed mission and approach.

**4. Supporting documentation to aid launch and next steps** ○ A **simple presentation paper** of the “CQC Way” with a supporting evidence base, offering clear insights into the framework’s foundation and purpose.

- A **high-level activation plan** detailing the specific actions, changes, and timelines for embedding the “CQC Way,” ensuring alignment with recommendation from Sir Mike Richards’ the Dash review and other for a fundamental reset of the CQC.

**By the end of Phase 5, the “CQC Way” will be formally approved and broadly communicated, providing the organisation with a powerful, unifying framework for transformation and setting a course for sustainable improvement in regulation, culture, and public trust.**

# Appendix 2: The features and benefits of Clever Together's #SafeSpaces Method

In summary, Clever Together's crowdsourcing methods are highly effective because they combine **inclusivity, real-time engagement and insightful analytics in a psychological safe, efficient platform. Our approaches not only produce valuable data but also strengthens alignment, trust, and engagement across large and diverse groups, making them ideal for meaningful organisational transformation.**

## Features of Clever Together's Crowdsourcing Method and How It Works

**Bottom-up creativity with top-down guidance - structured input and engagement.** Clever Together's #SafeSpaces enables leaders to structure en masse conversations around specific themes and questions, guiding participants to share insights, ideas, and solutions that directly address organisational objectives, and enabling everyone to read and comment on the ideas of others to bring the best to the top.

### **Real-time feedback and interaction.**

Participants can vote on and comment on others' ideas, promoting real-time feedback and highlighting popular or consensus-driven insights.

### **Inclusive digital platform.**

Clever Together's crowdsourcing method uses a secure, accessible platform called #SafeSpaces, designed to gather input from a wide range of participants. The platform is intuitive and allows users to engage through any device.

### **Psychologically safe environment.**

The method prioritises psychological safety, ensuring that participants can share openly without fear of judgement or repercussions. This approach fosters honesty and encourages candid, constructive contributions.

### **Data collection and analysis tools.**

The platform includes features like sentiment analysis, thematic coding, and engagement tracking, which aid in analysing input quickly and effectively. This allows the team to distil vast amounts of qualitative data into key themes and actionable insights.

### **Interactive feedback loops – for assurance and diversity.**

Clever Together provides continuous updates, summarising insights to show participants that their contributions are valued. This also enables you to encourage targeted involvement from an audience that represents the diversity of the people you want to hear from.

## Benefits of Clever Together's Crowdsourcing Method

### **Broad and diverse participation.**

The method enables widespread engagement from all levels of an organisation or sector, capturing diverse perspectives that might otherwise be missed in traditional consultation approaches.

**Enhanced trust and buy-in.**

By creating a psychologically safe environment and ensuring open, transparent engagement, Clever Together builds trust and buy-in from participants. People feel their voices matter, which fosters commitment to the outcomes.

**Efficient and scalable.**

Our methods being both digital and physical in nature allows us to scale efficiently, gathering large volumes of input quickly - invaluable for organisations needing to consult with broad or dispersed groups.

**Actionable insights from rich data.**

Clever Together's analytical tools synthesise complex data into clear themes and priorities, transforming varied input into concise, strategic recommendations.

**Real-time tracking and adaptation.**

By tracking sentiment and engagement in real time, the platform helps organisations identify trends and adapt conversations as needed, ensuring that the final insights are current and highly relevant.

**Cost-effective and time-saving.**

Compared to traditional methods (such as workshops or in-person forums), our digital approaches are cost-effective and time-efficient, reducing logistical challenges and enabling rapid analysis.

ADDENDUM 1 OF THIS ORDER FORM

VARIATION FORM

(Appendix 4 of Call-Off Terms and Conditions)

CALL-OFF TERMS AND CONDITIONS FOR GOODS AND/OR SERVICES

Customer Name [INSERT]	
C+ Practice Name [INSERT]	
Project Title [INSERT]	
Order Form Number: [INSERT]	

BETWEEN

[ ] ("the Customer")

and

**Reed Talent Solutions Limited** (trading as **Consultancy+**) incorporated and registered in England and Wales with company number 11875450 whose registered office is at Academy Court, 94 Chancery Lane, London, WC2A 1DT (**REED**) ("the MSP")

1.	Further to the signed Call-Off Terms and Conditions executed on [INSERT] and the Order Form executed on: [INSERT] the parties agree the following variation(s):
PLEASE NOTE THAT THE VARIATIONS BELOW ARE JUST FOR EXAMPLE AND YOU WILL BE REQUIRED TO DELETE THE SECTIONS WHICH ARE NOT APPLICABLE.	
1.1	<p><b>Example 1: TERMINATION</b></p> <p><i>Mr Joe Bloggs of [COMPANY NAME] (the Supplier) will no longer be delivering (or supporting the delivery) of the Services to the Customer from [DATE].</i></p> <ul style="list-style-type: none"><li>1. Termination Effective From:</li><li>2. Notice Period:</li><li>3. End Date:</li><li>4. Any Payments Due</li></ul>
1.2	<p><b>Example 2: EXTENSION</b></p> <p><i>The Customer has agreed to extend Mr Joe Bloggs' (the Consultant Professional/Consultant Company) Term by three (3) months and the new end date will be 31/04/[XXXX] (Expiry Date)</i></p>

1.3	<b>Example 3: FEES</b>  <i>The Customer has agreed to increase the fees for the delivery of the Services from [XXXXX] to [XXXXX], effective from [XX/XX/20XX]</i>
1.4	<b>Example 4: CHANGE IN MILESTONES</b>  <i>The Customer has agreed a change in Milestones as set out below:</i>

2.	Words and expressions in this Variation Form shall have the meanings given to them in the Call-Off Terms and Conditions.
3.	All other terms not expressly amended or modified by this Variation Form shall remain unaffected and shall continue in full force and effect and should a conflict arise between the terms of this Variation Form and the Call-Off Terms and Conditions, the terms of this Variation Form shall take precedence.
4.	This Variation Form has been entered into on the date stated at the beginning of it, which is the date of the last signature of the parties who are duly authorised to bind their respective legal entities to the terms of this Variation Form.

<b>Authorised to sign for and on behalf of the Customer:</b>	
Signature	
Date	
Name in capitals	
Position / Title	
<b>Authorised to sign for and on behalf of the MSP:</b>	
Signature	
Date	
Name in capitals	
Position / Title	