

NHS TERMS AND CONDITIONS FOR THE PROVISION OF SERVICES (CONTRACT VERSION)

The Authority	NHS England, Wellington House, 133-155 Waterloo Road, London, SE1 8UG
The Supplier	KPMG LLP, 15 Canada Square, London, E14 5GL
Date	12 June 2025
Type of Services	Clinical and Operational Leadership Training Delivery Services

This Contract is made on the date set out above subject to the terms set out in the schedules listed below ("**Schedules**"). The Authority and the Supplier undertake to comply with the provisions of the Schedules in the performance of this Contract.

The Supplier shall supply to the Authority, and the Authority shall receive and pay for, the Services on the terms of this Contract.

The Definitions in Schedule 4 apply to the use of all capitalised terms in this Contract.

Schedules

Schedule 1	Key Provisions
Schedule 2	General Terms and Conditions
Schedule 3	Information and Data Provisions
Schedule 4	Definitions and Interpretations
Schedule 5	Specification and Tender Response Document
Schedule 6	Commercial Schedule
Schedule 7	Staff Transfer
Schedule 8	Expert Determination

Signed by the authorised representative of THE AUTHORITY

Signed by:			
		Signature:	
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Job Title/Role: 

Date Signed: 13 June 2025

Name: 

Signed by the authorised representative of THE SUPPLIER

Position: 

Classification: Official

Schedule 1

Key Provisions

Standard Key Provisions

1 Application of the Key Provisions

- 1.1 The standard Key Provisions at Clauses 1 to 8 of this Schedule 1 shall apply to this Contract.
- 1.2 The optional Key Provisions at Clauses 9 to 26 of this Schedule 1 shall only apply to this Contract where they have been checked and information completed as applicable.
- 1.3 Extra Key Provisions shall only apply to this Contract where such provisions are set out at the end of this Schedule 1.

2 Term

- 2.1 This Contract shall commence on the Commencement Date and the Term of this Contract shall expire **1** year from the Actual Services Commencement Date. The Term may be extended in accordance with Clause 15.2 of Schedule 2 provided that the duration of this Contract shall be no longer than **2** years in total.

Note that the term runs from the date when the Services are actually provided. If there is an implementation plan over, for example, three months, the term runs from the date the Services are provided. In these circumstances, it will be important to include a process in the implementation plan for acknowledging this date to ensure the term is clear.

The above approach has been adopted as it will mean that any delay in implementation does not have the effect of shortening the contract term. However, it may be that for some projects you want the services to start and/or end on a particular date or event. Where this is the case, this Key Provision can be amended accordingly.

3 Contract Managers

- 3.1 The Contract Managers at the commencement of this Contract are:

- 3.1.1 for the Authority:

[Redacted Name]

- 3.1.2 for the Supplier:

[Redacted Name]

4 Names and addresses for notices

- 4.1 Notices served under this Contract are to be delivered to:

- 4.1.1 for the Authority: **Wellington House, 133-155 Waterloo Road, London, SE1 8UG**

4.1.2 for the Supplier: **15 Canada Square, London, E14 5GL**

5 Management levels for escalation and dispute resolution

5.1 The management levels at which a Dispute may be dealt with as referred to as part of the Dispute Resolution Procedure are as follows:

Level	Authority representative	Supplier representative
1	██████████ ████████████████████ ██████████	██████████ ██████████████
2	██████████ ████████████████████ ██████████████	██████████████ ████████████████████ ██████████

6 Order of precedence

6.1 Subject always to Clause 1.10 of Schedule 4, should there be a conflict between any other parts of this Contract the order of priority for construction purposes shall be:

- 6.1.1 the provisions on the front page of this NHS Contract for the Provision of Services (Contract Version);
- 6.1.2 Schedule 1: Key Provisions;
- 6.1.3 Schedule 5: Specification and Tender Response Document (but only in respect of the Authority's requirements);
- 6.1.4 Schedule 2: General Terms and Conditions;
- 6.1.5 Schedule 6: Commercial Schedule;
- 6.1.6 Schedule 3: Information Governance Provisions;
- 6.1.7 Schedule 7: Staff Transfer;
- 6.1.8 Schedule 4: Definitions and Interpretations;
- 6.1.9 the order in which all subsequent schedules, if any, appear; and
- 6.1.10 any other documentation forming part of the Contract in the date order in which such documentation was created with the more recent documentation taking precedence over older documentation to the extent only of any conflict.

6.2 For the avoidance of doubt, the Specification and Tender Response Document shall include, without limitation, the Authority's requirements in the form of its specification and other statements and requirements, the Supplier's responses, proposals and/or method statements to meet those requirements, and any clarifications to the Supplier's responses, proposals and/or method statements

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as included as part of Schedule 5. Should there be a conflict between these parts of the Specification and Tender Response Document, the order of priority for construction purposes shall be (1) the Authority's requirements; (2) any clarification to the Supplier's responses, proposals and/or method statements, and (3) the Supplier's responses, proposals and/or method statements.

7 Application of TUPE at the commencement of the provision of Services

7.1 The Parties agree that at the commencement of the provision of Services by the Supplier, TUPE and the Cabinet Office Statement shall not apply so as to transfer the employment of any employees of the Authority or a Third Party to the Supplier and the provisions of 0 shall apply.

8 Net Zero and Social Value Commitments

Supplier carbon reduction plans and reporting

- 8.1 The Supplier shall put in place, maintain and implement a board approved, publicly available, carbon reduction plan or net zero commitment in accordance with the requirements and timescales set out in the NHS Net Zero Supplier Roadmap as may be updated from time to time.
- 8.2 Subject to Clause 8.3 of this Schedule 1, the Supplier may benchmark and report its progress against the requirements detailed in the NHS Net Zero Supplier Roadmap through the Evergreen Sustainable Supplier Assessment.
- 8.3 The Supplier shall be required, upon receipt of written notice from the Authority or where the Authority publishes such a requirement, to benchmark and report its progress against the requirements detailed in the NHS Net Zero Supplier Roadmap through the Evergreen Sustainable Supplier Assessment.
- 8.4 Within seven (7) days of the Commencement Date, the Supplier shall appoint (and notify to the Authority) a relevant person (being the Supplier's CEO, relevant Supplier board member or senior director) ("**Supplier Net Zero Contract Champion**") who shall be responsible for overseeing the Supplier's compliance with
- Clauses 8.1, 8.2 and 8.3 of this Schedule 1. Without prejudice to the Authority's other rights and remedies under this Contract, if the Supplier fails to comply with Clauses 8.1, 8.2 and 8.3 of this Schedule 1, the Authority may escalate such failure to the Supplier Net Zero Contract Champion who shall within fourteen (14) days of such escalation confirm in writing to the Authority the steps (with associated timescales) that the Supplier will be taking to remedy such failure. The Supplier shall then remedy such failure by taking such confirmed steps by such timescales (and by taking any other reasonable additional steps that may become necessary or any reasonable additional or alternative steps as may be notified to the Supplier by the Authority) to ensure that such failure is remedied by the earliest date reasonably possible.

Social value in the delivery of the contract

- 8.5 The Supplier shall deliver its social value contract commitments in accordance with the requirements and timescales set out in the Specification and Tender Response Document forming part of this Framework Agreement and any Contracts (“**Social Value Contract Commitments**”).
- 8.6 The Supplier shall report its progress on delivering its Social Value Contract Commitments through progress reports, as set out in the Specification and Tender Response Document forming part of this Contract.
- 8.7 Within seven (7) days of the Commencement Date, the Supplier shall appoint (and notify to the Authority) a relevant person (being either the Supplier’s CEO, relevant Supplier board member or senior director) (“**Supplier Social Value Contract Champion**”) who shall be responsible for overseeing the Supplier’s compliance with Clauses 8.5 and 8.6 of this Schedule 1. Without prejudice to the Authority’s other rights and remedies under this Contract, if the Supplier fails to comply with Clauses 8.5 and 8.6 of this Schedule 1, the Authority may escalate such failure to the Supplier Social Value Contract Champion who shall within fourteen (14) days of such escalation confirm in writing to the Authority the steps (with associated timescales) that the Supplier will be taking to remedy such failure. The Supplier shall then remedy such failure by taking such confirmed steps by such timescales (and by taking any other reasonable additional steps that may become necessary or any reasonable additional or alternative steps as may be notified to the Supplier by the Authority) to ensure that such failure is remedied by the earliest date reasonably possible.

Optional Key Provisions

- 9 Implementation phase ☐ (only applicable to the Contract if this box is checked and the Schedule inserted)**
- 9.1 Prior to commencement of delivery of the Services, there is an implementation phase and therefore all references in Schedule 2 to the Implementation Plan shall apply and the Implementation Plan is set out in Schedule [*insert schedule number*].
- 10 Services Commencement Date (where the Services are to start at a date after the Commencement Date) ☐ (only applicable to the Contract if this box is checked and the dates are inserted in Clause 10.1 of this Schedule 1)**
- 10.1 The Services Commencement Date shall be [*insert date*] and the Long Stop Date referred to in Clause 15.5.1 of Schedule 2 shall be [*insert date*].
- 11 Induction training ☐ (only applicable to the Contract if this box is checked)**
- 11.1 The Supplier shall ensure that all Staff complete the Authority’s induction training. All Staff shall complete the training prior to the Actual Services Commencement Date (or immediately following the Services Commencement Date where this date is the date of this Contract) and all new Staff appointed throughout the Term shall also complete the training. The Supplier shall further ensure that all Staff complete any extra training that the Authority makes available to its own staff and notifies the Supplier in writing that it is appropriate for the Staff.

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12 Quality assurance standards ☐ (only applicable to the Contract if this box is checked and the standards are listed)

12.1 The following quality assurance standards shall apply, as appropriate, to the provision of the Services: ***[insert standards]***.

13 Different levels and/or types of insurance ☒ (only applicable to the Contract if this box is checked and the table sets out the requirements)

13.1 The Supplier shall put in place and maintain in force the following insurances with the following minimum cover per claim:

Type of insurance required	Minimum cover
Employer's Liability	£5,000,000
Public Liability	£5,000,000
Professional Indemnity	£5,000,000

14 Further Authority obligations ☐ (only applicable to the Contract if this box is checked and the Schedule inserted)

14.1 The Authority's Obligations are set out in Schedule ***[insert schedule number]***.

15 Assignment of Intellectual Property Rights in deliverables, materials and outputs ☒ (only applicable to the Contract if this box is checked)

15.1 The Supplier confirms and agrees that all Intellectual Property Rights in and to the deliverables, material and any other output developed by the Supplier as part of the Services in accordance with the Specification and Tender Response Document, shall be owned by the Authority. The Supplier hereby assigns with full title guarantee by way of present and future assignment all Intellectual Property Rights in and to such deliverables, material and other outputs. The Supplier shall ensure that all Staff assign any Intellectual Property Rights they may have in and to such deliverables, material

and other outputs to the Supplier to give effect to Clause 15 of this Schedule 1 and that such Staff absolutely and irrevocably waive their moral rights in relation to such deliverables, material and other outputs. Clause 15 of this Schedule 1 shall continue notwithstanding the expiry or earlier termination of this Contract.

16 Inclusion of a Change Control Process ☒ (only applicable to the Contract if this box is checked and the Schedule inserted)

16.1 Any changes to this Contract, including to the Services, may only be agreed in accordance with the Change Control Process set out in Schedule 2

17 Authority step-in rights ☐ (only applicable to the Contract if this box is checked and the Schedule inserted)

17.1 If the Supplier is unable to provide the Services then the Authority shall be entitled to exercise Step In Rights set out in Schedule **[insert schedule number]**.

18 Grant of lease or licence ☐ (only applicable to the Contract if this box is checked)

18.1 Promptly following execution of this Contract, the Supplier shall enter into the **[lease/licence]**. Failure to comply with this Key Provision shall be an irremediable breach of this Contract.

19 Guarantee ☐ (only applicable to the Contract if this box is checked)

19.1 Promptly following the execution of this Contract, the Supplier shall, if it has not already delivered an executed deed of guarantee to the Authority, deliver the executed deed of guarantee to the Authority as required by the procurement process followed by the Authority. Failure to comply with this Key Provision shall be an irremediable breach of this Contract.

20 Data Protection Protocol ☒ (only applicable to the Contract if this box is checked)

20.1 The Parties shall comply with their respective obligations under the Data Protection Protocol.

21 Purchase Orders ☐ (only applicable to the Contract if this box is checked)

21.1 The Authority shall issue a Purchase Order to the Supplier in respect of any Services to be supplied to the Authority under this Contract. The Supplier shall comply with the terms of such Purchase Order as a term of this Contract. For the avoidance of doubt, any actions or work undertaken by the Supplier under this Contract prior to the receipt of a Purchase Order covering the relevant Services shall be undertaken at the Supplier's risk and expense and the Supplier shall only be entitled to invoice for Services covered by a valid Purchase Order.

22 Monthly payment profile ☐ (only applicable to the Contract if this box is checked)

22.1 The payment profile for this Contract shall be monthly in arrears.

23 Termination for convenience ☒ (only applicable to the Contract if this box is checked and Clause 23.1 of this Schedule 1 is completed)

23.1 The Authority may terminate this Contract by issuing a Termination Notice to the Supplier at any time on **three (3) months** written notice.

23.2 Should the Authority terminate this Contract in accordance with Clause 23.1 of this Schedule 1, then the Authority shall pay to the Supplier all charges properly due at the point of termination.

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24 Right to terminate following a specified number of material breaches ☐ (only applicable to the Contract if this box is checked and Clause 24.1 of this Schedule 1 is completed)

24.1 Either Party may terminate this Contract by issuing a Termination Notice to the other Party if such other Party commits a material breach of this Contract in circumstances where it is served with a valid Breach Notice having already been served with at least [two (2)] previous valid Breach Notices within the last twelve (12) calendar month rolling period as a result of any previous material breaches of this Contract which are capable of remedy (whether or not the Party in breach has remedied the breach in accordance with a Remedial Proposal). The twelve (12) month rolling period is the twelve (12) months immediately preceding the date of the [third] Breach Notice.

25 Expert Determination ☐ (only applicable to the Contract if this box is checked)

25.1 Any Dispute between the Authority and the Supplier shall be dealt in accordance with the expert determination process as specified at Schedule 5.

25.2 For the avoidance of doubt, where Clause 25 of this Schedule 1 is checked, all Disputes shall be dealt in accordance with Clause 25.1 of this Schedule 1 above and the entirety of Clause 22 of Schedule 2 shall be deemed not to apply and deleted in its entirety from this Contract.

26 COVID-19 related enhanced business continuity provisions ☐ (only applicable to the Contract if this box is checked)

26.1 Subject to Clause 26.2 of this Schedule 1, the Supplier's Business Continuity Plan and, where required, its implementation must ensure the continuity of the provision of the Services under this Contract in all circumstances where there is a COVID-19 related Business Continuity Event and the text in Clause 6.6 of Schedule 2 to "use reasonable endeavours to" shall be deemed deleted for the purposes of any COVID-19 related Business Continuity Events. For the avoidance of doubt, to the extent that the Supplier fails to ensure such continuity, it shall be deemed not to have fulfilled its business continuity obligations pursuant to Clause 6 of Schedule 2 for the purposes of Clause 23.2.1 of Schedule 2.

26.2 To the extent only that the Supplier is prohibited from implementing its Business Continuity Plan (in full or part) due to any Laws or Guidance, it shall be relieved of its obligations under Clause 26.1 of this Schedule 1

27 Assessment of Supplier performance against KPIs ☒ (only applicable to the Contract if this box is checked and the Schedule inserted)

27.1 The Authority will assess the Supplier's performance against the KPIs in line with the Schedule 6, Commercial Schedule during the Term and on termination of the Contract. The Parties acknowledge and agree that the Authority will publish information in relation to that assessment as required by the Procurement Act 2023.

Extra Key Provisions

Not applicable.

Schedule 2

General Terms and Conditions

Contents

1. Provision of Services
2. Premises, locations and access
3. Cooperation with third parties
4. Use of Authority equipment
5. Staff and Lifescience Industry Accredited Credentialing Register
6. Business continuity
7. The Authority's obligations
8. Contract management
9. Price and payment
10. Warranties
11. Intellectual property
12. Indemnity
13. Limitation of liability
14. Insurance
15. Term and termination
16. Consequences of expiry or early termination of this Contract
17. Staff information and the application of TUPE at the end of the Contract
18. Complaints
19. Modern slavery and environmental, social and labour laws
20. Electronic services information
21. Change management
22. Dispute resolution
23. Force majeure
24. Records retention and right of audit
25. Conflicts of interest and the prevention of fraud
26. Equality and human rights
27. Notice
28. Assignment, novation and Sub-contracting
29. Prohibited Acts
30. General

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1 Provision of Services

1.1 The Authority appoints the Supplier and the Supplier agrees to provide the Services:

- 1.1.1 promptly and in any event within any time limits as may be set out in this Contract;
- 1.1.2 in accordance with all other provisions of this Contract;
- 1.1.3 with reasonable skill and care and in accordance with any quality assurance standards as set out in the Key Provisions and/or the Specification and Tender Response Document;
- 1.1.4 in accordance with the Law and with Guidance;
- 1.1.5 in accordance with Good Industry Practice;
- 1.1.6 in accordance with the Policies; and
- 1.1.7 in a professional and courteous manner.
- 1.1.8 In complying with its obligations under this Contract, the Supplier shall, and shall procure that all Staff shall, act in accordance with the NHS values as set out in the NHS Constitution from time to time.

1.2 The Supplier shall comply with the Implementation Requirements (if any) in accordance with any timescales as may be set out in the Specification and Tender Response Document. Without limitation to the foregoing provisions of this Clause 1.2 of this Schedule 2, the Supplier shall, if specified in the Key Provisions, implement the Services fully in accordance with the Implementation Plan. If the Implementation Plan is an outline plan, the Supplier shall, as part of implementation, develop the outline plan into a full plan and agree this with the Authority. Once this is agreed, the Supplier shall comply with the full Implementation Plan.

1.3 The Supplier shall commence delivery of the Services on the Services Commencement Date.

1.4 The Supplier shall comply fully with its obligations set out in the Specification and Tender Response Document, including without limitation the KPIs.

1.5 The Supplier shall ensure that all relevant consents, authorisations, licences and accreditations required to provide the Services are in place at the Actual Services Commencement Date and are maintained throughout the Term.

1.6 If the Services, or any part of them, are regulated by any regulatory body, the Supplier shall ensure that at the Actual Services Commencement Date it has in place all relevant registrations and shall maintain such registrations during the Term. The Supplier shall notify the Authority forthwith in writing of any changes to such registration or any other matter relating to its registration that would affect the delivery or the quality of Services.

1.7 The Supplier shall notify the Authority forthwith in writing:

1.7.1 of any pending inspection of the Services, or any part of them, by a regulatory body immediately upon the Supplier becoming aware of such inspection; and

1.7.2 of any failure of the Services, or any part of them, to meet the quality standards required by a regulatory body, promptly and in any event within two (2) Business Days of the Supplier becoming aware of any such failure. This shall include without limitation any informal feedback received during or following an inspection raising concerns of any nature regarding the provision of the Services.

1.8 Following any inspection of the Services, or any part of them, by a regulatory body, the Supplier shall provide the Authority with a copy of any report or other communication published or provided by the relevant regulatory body in relation to the provision of the Services.

1.9 Upon receipt of notice pursuant to Clause 1.7 of this Schedule 2 or any report or communication pursuant to Clause 1.8 of this Schedule 2, the Authority shall be entitled to request further information from the Supplier and/or a meeting with the Supplier, and the Supplier shall cooperate fully with any such request.

1.10 Where applicable, the Supplier shall implement and comply with the Policies on reporting and responding to all incidents and accidents, including serious incidents requiring investigation, shall complete the Authority's incident and accident forms in accordance with the Policies and provide reasonable support and information as requested by the Authority to help the Authority deal with any incident or accident relevant to the Services. The Supplier shall ensure that its Contract Manager informs the Authority's Contract Manager in writing forthwith upon (a) becoming aware that any serious incidents requiring investigation and/or notifiable accidents have occurred; or (b) the Supplier's Contract Manager having reasonable cause to believe any serious incidents and/or notifiable accidents requiring investigation have occurred. The Supplier shall ensure that its Contract Manager informs the Authority's Contract Manager in writing within forty eight (48) hours of all other incidents and/or accidents that have or may have an impact on the Services.

1.11 Should the Authority be of the view, acting reasonably, that the Supplier can no longer provide the Services, then without prejudice to the Authority's rights and remedies under this Contract, the Authority shall be entitled to exercise its Step In Rights if the Key Provisions refer to the Authority having such rights under this Contract.

1.12 The Supplier shall be relieved from its obligations under this Contract to the extent that it is prevented from complying with any such obligations due to any acts, omissions or defaults of the Authority. To qualify for such relief, the Supplier must notify the Authority promptly (and in any event within five (5) Business Days) in writing of the occurrence of such act, omission, or default of the Authority together with the potential impact on the Supplier's obligations.

2 Premises, locations and access

2.1 The Services shall be provided at such Authority premises and at such locations within those premises, as may be set out in the Specification and Tender

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Response Document or as otherwise agreed by the Parties in writing (“**Premises and Locations**”).

2.2 Subject to the Supplier and its Staff complying with all relevant Policies applicable to such Premises and Locations, the Authority shall grant reasonable access to the Supplier and its Staff to such Premises and Locations to enable the Supplier to provide the Services.

2.3 Subject to Clause 2.4 of this Schedule 2, any access granted to the Supplier and its Staff under Clause 2.2 of this Schedule 2 shall be non-exclusive and revocable. Such access shall not be deemed to create any greater rights or interest than so granted (to include, without limitation, any relationship of landlord and tenant) in the Premises and Locations. The Supplier warrants that it shall carry out all such reasonable further acts to give effect to this Clause 2.3 of this Schedule 2.

2.4 Where, in order to provide the Services, the Supplier requires any greater rights to use or occupy any specific Premises and Locations over and above such reasonable access rights granted in accordance with Clause 2.2 and Clause 2.3 of this Schedule

2, such further rights shall be limited to any rights granted to the Supplier by the Authority in accordance with any licence and/or lease entered into by the Supplier in accordance with the Key Provisions.

2.5 Where it is provided for by a specific mechanism set out in the Specification and Tender Response Document, the Authority may increase, reduce or otherwise vary the Premises and Locations in accordance with such mechanism subject to the provisions of any licence or lease entered into by the Parties as referred to at Clause 2.4 of this Schedule 2. Where there is no such specific mechanism set out in the Specification and Tender Response Document, any variations to the Premises and Locations where the Services are to be provided shall be agreed by the Parties in accordance with Clause 21 of this Schedule 2. If agreement cannot be reached the matter shall be referred to, and resolved in accordance with, the Dispute Resolution Procedure.

3 Cooperation with third parties

3.1 The Supplier shall, as reasonably required by the Authority, cooperate with any other service providers to the Authority and/or any other third parties as may be relevant in the provision of the Services.

4 Use of Authority equipment

4.1 Unless otherwise set out in the Specification and Tender Response Document or otherwise agreed by the Parties in writing, any equipment or other items provided by the Authority for use by the Supplier:

4.1.1 shall be provided at the Authority’s sole discretion;

4.1.2 shall be inspected by the Supplier in order that the Supplier can confirm to its reasonable satisfaction that such equipment and/or item is fit for its intended use and shall not be used by the Supplier until it has satisfied itself of this;

4.1.3 must be returned to the Authority within any agreed timescales for such return or otherwise upon the request of the Authority; and

4.1.4 shall be used by the Supplier at the Supplier's risk and the Supplier shall upon written request by the Authority reimburse the Authority for any loss or damage relating to such equipment or other items caused by the Supplier (fair wear and tear exempted).

5 Staff and Lifescience Industry Accredited Credentialing Register

5.1 Subject to the requirements of this Contract and any Law, the Supplier shall be entirely responsible for the employment and conditions of service of Staff. The Supplier shall ensure that such conditions of employment are consistent with its obligations under this Contract.

5.2 The Supplier will employ sufficient Staff to ensure that it complies with its obligations under this Contract. This will include, but not be limited to, the Supplier providing a sufficient reserve of trained and competent Staff to provide the Services during Staff holidays or absence.

5.3 The Supplier shall use reasonable endeavours to ensure the continuity of all Staff in the provision of the Services and, where any member of Staff is designated as key to the provision of the Services as set out in the Specification and Tender Response Document or as otherwise agreed between the Parties in writing, any redeployment and/or replacement of such member of Staff by the Supplier shall be subject to the prior written approval of the Authority, such approval not to be unreasonably withheld or delayed.

5.4 The Supplier shall ensure that all Staff are aware of, and at all times comply with, the Policies.

5.5 The Supplier shall:

5.5.1 employ only those Staff who are careful, skilled and experienced in the duties required of them;

5.5.2 ensure that every member of Staff is properly and sufficiently trained and instructed;

5.5.3 ensure all Staff have the qualifications to carry out their duties;

5.5.4 maintain throughout the Term all appropriate licences and registrations with any relevant bodies (at the Supplier's expense) in respect of the Staff; and

5.5.5 ensure all Staff comply with such registration, continuing professional development and training requirements or recommendations appropriate to their role including those from time to time issued by the Department of Health and Social Care or any relevant regulatory body or any industry body in relation to such Staff.

5.6 The Supplier shall not deploy in the provision of the Services any person who has suffered from, has signs of, is under treatment for, or who is suffering from any medical condition which is known to, or does potentially, place the health and

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safety of the Authority's staff, patients, service users or visitors at risk unless otherwise agreed in writing with the Authority.

5.7 The Supplier shall ensure that all potential Staff or persons performing any of the Services during the Term who may reasonably be expected in the course of performing any of the Services under this Contract to have access to or come into contact with children or other vulnerable persons and/or have access to or come into contact with persons receiving health care services:

5.7.1 are questioned concerning their Convictions; and

5.7.2 obtain appropriate disclosures from the Disclosure and Barring Service (or other appropriate body) as required by Law and/or the Policies before the Supplier engages the potential staff or persons in the provision of the Services.

5.8 The Supplier shall take all necessary steps to ensure that such potential staff or persons obtain standard and enhanced disclosures from the Disclosure and Barring Service (or other appropriate body) and shall ensure all such disclosures are kept up to date. The obtaining of such disclosures shall be at the Supplier's cost and expense.

5.9 The Supplier shall ensure that no person is employed or otherwise engaged in the provision of the Services without the Authority's prior written consent if:

5.9.1 the person has disclosed any Convictions upon being questioned about their Convictions in accordance with Clause 5.7.1 of this Schedule 2;

5.9.2 the person is found to have any Convictions following receipt of standard and/or enhanced disclosures from the Disclosure and Barring Service (or other appropriate body) in accordance with Clause 5.7.2 of this Schedule 2; or

5.9.3 the person fails to obtain standard and/or enhanced disclosures from the Disclosure and Barring Service (or other appropriate body) upon request by the Supplier in accordance with Clause 5.7.2 of this Schedule 2.

5.10 In addition to the requirements of Clause 5.7 to Clause 5.9 of this Schedule 2, where the Services are or include regulated activities as defined by the Safeguarding Vulnerable Groups Act 2006 the Supplier:

5.10.1 warrants that it shall comply with all requirements placed on it by the Safeguarding Vulnerable Groups Act 2006;

5.10.2 warrants that at all times it has and will have no reason to believe that any member of Staff is barred in accordance with the Safeguarding Vulnerable Groups Act 2006; and

5.10.3 shall ensure that no person is employed or otherwise engaged in the provision of the Services if that person is barred from carrying out, or whose previous conduct or records indicate that they would not be suitable to carry out, any regulated activities as defined by the

Safeguarding Vulnerable Groups Act 2006 or may present a risk to patients, service users or any other person.

- 5.11 The Supplier shall ensure that the Authority is kept advised at all times of any member of Staff who, subsequent to their commencement of employment as a member of Staff receives a Conviction or whose previous Convictions become known to the Supplier or whose conduct or records indicate that they are not suitable to carry out any regulated activities as defined by the Safeguarding Vulnerable Groups Act 2006 or may present a risk to patients, service users or any other person. The Supplier shall only be entitled to continue to engage or employ such member of Staff with the Authority's written consent and with such safeguards being put in place as the Authority may reasonably request. Should the Authority withhold consent the Supplier shall remove such member of Staff from the provision of the Services forthwith.
- 5.12 The Supplier shall immediately provide to the Authority any information that the Authority reasonably requests to enable the Authority to satisfy itself that the obligations set out in Clause 5.7 to Clause 5.11 of this Schedule 2 have been met.
- 5.13 The Authority may at any time request that the Supplier remove and replace any member of Staff from the provision of the Services, provided always that the Authority will act reasonably in making such a request. Prior to making any such request the Authority shall raise with the Supplier the Authority's concerns regarding the member of Staff in question with the aim of seeking a mutually agreeable resolution. The Authority shall be under no obligation to have such prior discussion should the Authority have concerns regarding patient or service user safety.
- 5.14 Unless otherwise confirmed by the Authority in writing, the Supplier shall ensure full compliance (to include with any implementation timelines) with any Guidance issued by the Department of Health and Social Care and/or any requirements and/or Policies issued by the Authority (to include as may be set out as part of any procurement documents leading to the award of this Contract) in relation to the adoption of, and compliance with, any scheme or schemes to verify the credentials of Supplier representatives that visit NHS premises (to include use of the Lifescience Industry Accredited Credentialing Register). Once compliance with any notified implementation timelines has been achieved by the Supplier, the Supplier shall, during the Term, maintain the required level of compliance in accordance with any such Guidance, requirements and Policies.

6 Business continuity

- 6.1 The Supplier shall use reasonable endeavours to ensure its Business Continuity Plan operates effectively alongside the Authority's business continuity plan where relevant to the provision of the Services. The Supplier shall also ensure that its Business Continuity Plan complies on an ongoing basis with any specific business continuity requirements, as may be set out in the Specification and Tender Response Document.

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6.2 Throughout the Term, the Supplier will ensure its Business Continuity Plan provides for continuity during a Business Continuity Event. The Supplier confirms and agrees such Business Continuity Plan details and will continue to detail robust arrangements that are reasonable and proportionate to:

6.2.1 the criticality of this Contract to the Authority; and

6.2.2 the size and scope of the Supplier's business operations, regarding continuity of the provision of the Services during and following a Business Continuity Event.

6.3 The Supplier shall test its Business Continuity Plan at reasonable intervals, and in any event no less than once every twelve (12) months or such other period as may be agreed between the Parties taking into account the criticality of this Contract to the Authority and the size and scope of the Supplier's business operations. The Supplier shall promptly provide to the Authority, at the Authority's written request, copies of its Business Continuity Plan, reasonable and proportionate documentary evidence that the Supplier tests its Business Continuity Plan in accordance with the requirements of this Clause 6.3 of this Schedule 2 and reasonable and proportionate information regarding the outcome of such tests. The Supplier shall provide to the Authority a copy of any updated or revised Business Continuity Plan within fourteen (14) Business Days of any material update or revision to the Business Continuity Plan.

6.4 The Authority may suggest reasonable and proportionate amendments to the Supplier regarding the Business Continuity Plan at any time. Where the Supplier, acting reasonably, deems such suggestions made by the Authority to be relevant and appropriate, the Supplier will incorporate into the Business Continuity Plan all such suggestions made by the Authority in respect of such Business Continuity Plan. Should the Supplier not incorporate any suggestion made by the Authority into such Business Continuity Plan it will explain the reasons for not doing so to the Authority.

6.5 Should a Business Continuity Event occur at any time, the Supplier shall implement and comply with its Business Continuity Plan and provide regular written reports to the Authority on such implementation.

6.6 During and following a Business Continuity Event, the Supplier shall use reasonable endeavours to continue to provide the Services in accordance with this Contract.

7 The Authority's obligations

7.1 Subject to the Supplier providing the Services in accordance with this Contract, the Authority will pay the Supplier for the Services in accordance with Clause 9 of this Schedule 2.

7.2 The Authority shall, as appropriate, provide copies of or give the Supplier access to such of the Policies that are relevant to the provision of the Services.

7.3 The Authority shall comply with the Authority's Obligations, as may be referred to in the Key Provisions.

7.4 The Authority shall provide the Supplier with any reasonable and proportionate cooperation necessary to enable the Supplier to comply with its obligations under this Contract. The Supplier shall at all times provide reasonable advance written notification to the Authority of any such cooperation necessary in circumstances where such cooperation will require the Authority to plan for and/or allocate specific resources in order to provide such cooperation.

8 Contract management

8.1 Each Party shall appoint and retain a Contract Manager who shall be the primary point of contact for the other Party in relation to matters arising from this Contract. Should the Contract Manager be replaced, the Party replacing the Contract Manager shall promptly inform the other Party in writing of the name and contact details for the new Contract Manager. Any Contract Manager appointed shall be of sufficient seniority and experience to be able to make decisions on the day to day operation of the Contract. The Supplier confirms and agrees that it will be expected to work closely and cooperate fully with the Authority's Contract Manager.

8.2 Each Party shall ensure that its representatives (to include, without limitation, its Contract Manager) shall attend review meetings on a regular basis to review the performance of the Supplier under this Contract and to discuss matters arising generally under this Contract. Each Party shall ensure that those attending such meetings have the authority to make decisions regarding the day to day operation of the Contract. Review meetings shall take place at the frequency specified in the Specification and Tender Response Document. Should the Specification and Tender Response Document not state the frequency, then the first such meeting shall take place on a date to be agreed on or around the end of the first month after the Commencement Date. Subsequent meetings shall take place at monthly intervals or as may otherwise be agreed in writing between the Parties.

8.3 Two weeks prior to each review meeting (or at such time and frequency as may be specified in the Specification and Tender Response Document) the Supplier shall provide a written contract management report to the Authority regarding the provision of the Services and the operation of this Contract. Unless otherwise agreed by the Parties in writing, such contract management report shall contain:

- 8.3.1 details of the performance of the Supplier when assessed in accordance with the KPIs since the last such performance report;
- 8.3.2 details of any complaints from or on behalf of patients or other service users, their nature and the way in which the Supplier has responded to such complaints since the last review meeting written report;
- 8.3.3 the information specified in the Specification and Tender Response Document;

Classification: Official

- 8.3.4 a status report in relation to the implementation of any current Remedial Proposals by either Party; and
- 8.3.5 such other information as reasonably required by the Authority.
- 8.4 Unless specified otherwise in the Specification and Tender Response Document, the Authority shall take minutes of each review meeting and shall circulate draft minutes to the Supplier within a reasonable time following such review meeting. The Supplier shall inform the Authority in writing of any suggested amendments to the minutes within five (5) Business Days of receipt of the draft minutes. If the Supplier does not respond to the Authority within such five (5) Business Days the minutes will be deemed to be approved. Where there are any differences in interpretation of the minutes, the Parties will use their reasonable endeavours to reach agreement. If agreement cannot be reached the matter shall be referred to, and resolved in accordance with, the Dispute Resolution Procedure.
- 8.5 The Supplier shall provide such management information as the Authority may request from time to time and/or such information as the Authority may request from time to time as required to enable its compliance with assessment, notification and publication obligations under the Procurement Act 2023 within seven (7) Business Days of the date of the request. The Supplier shall supply the requested information to the Authority in such form as may be specified by the Authority and, where requested to do so, the Supplier shall also provide such information to another Contracting Authority, whose role it is to analyse such information in accordance with UK government policy (to include, without limitation, for the purposes of analysing public sector expenditure and planning future procurement activities) ("**Third Party Body**"). The Supplier confirms and agrees that the Authority may itself provide the Third Party Body with management information relating to the Services purchased, any payments made under this Contract, and any other information relevant to the operation of this Contract.
- 8.6 Upon receipt of management information supplied by the Supplier to the Authority and/or the Third Party Body, or by the Authority to the Third Party Body, the Parties hereby consent to the Third Party Body and the Authority:
 - 8.6.1 storing and analysing the management information and producing statistics; and
 - 8.6.2 sharing the management information or any statistics produced using the management information with any other Contracting Authority.
- 8.7 If the Third Party Body and/or the Authority shares the management information or any other information provided under Clause 8.6 of this Schedule 2, any Contracting Authority receiving the management information shall, where such management information is subject to obligations of confidence under this Contract and such management information is provided direct by the Authority to such Contracting Authority, be informed of the confidential nature of that information by the Authority and shall be requested by the Authority not to

disclose it to any body that is not a Contracting Authority (unless required to do so by Law).

8.8 The Authority may make changes to the type of management information which the Supplier is required to supply and shall give the Supplier at least one (1) month's written notice of any changes.

8.9 The Supplier acknowledges and agrees that the Authority may use the management information provided and/or any information produced to assess the Supplier's performance against KPIs and publish performance information regarding the Supplier where the Authority is required to do so by the Procurement Act 2023.

9 Price and payment

9.1 The Contract Price shall be calculated as set out in the Commercial Schedule.

9.2 Unless otherwise stated in the Commercial Schedule the Contract Price:

9.2.1 shall be payable from the Actual Services Commencement Date;

9.2.2 shall remain fixed during the Term; and

9.2.3 is the entire price payable by the Authority to the Supplier in respect of the Services and includes, without limitation, any royalties, licence fees, supplies and all consumables used by the Supplier, travel costs, accommodation expenses, the cost of Staff and all appropriate taxes (excluding VAT), duties and tariffs and any expenses arising from import and export administration.

9.3 Unless stated otherwise in the Commercial Schedule:

9.3.1 where the Key Provisions confirm that the payment profile for this Contract is monthly in arrears, the Supplier shall invoice the Authority, within fourteen

(14) days of the end of each calendar month, the Contract Price in respect of the Services provided in compliance with this Contract in the preceding calendar month; or

9.3.2 where Clause 9.3.1 of this Schedule 2 does not apply, the Supplier shall invoice the Authority for Services at any time following completion of the provision of the Services in compliance with this Contract.

9.3.3 Each invoice shall contain such information and be addressed to such individual as the Authority may inform the Supplier from time to time. Each invoice may be submitted electronically by the Supplier if it complies with the standard on electronic invoicing as set out in the European standard and any of the syntaxes published in Commission Implementing Decision (EU) 2017/2870.

9.4 Each invoice shall contain the name of the invoicing party, a description of the goods, services or works supplied, the sum requested and a unique identification number, together with all such additional information as the Authority may inform the Supplier from time to time.

Classification: Official

- 9.5 Each invoice must be addressed to such individual as the Authority may inform the Supplier from time to time and issued, transmitted and received by the Authority in a structured electronic format that allows for its automatic and electronic processing in a form that:

9.5.1 complies with the standard for electronic invoicing approved and issued by the British Standards Institution as set out in BS EN 16931-1:2017 (Electronic invoicing – Part 1: Semantic data model of the core elements of an electronic invoice); and

9.5.2 uses a syntax which is listed as a syntax that complies with that standard in PD CEN/TS 16931-2:2017 (Electronic invoicing – Part 2: List of syntaxes that comply with EN 16931-1) as approved and issued by the British Standards Institution.

- 9.6 The Contract Price is exclusive of VAT, which, if properly chargeable, the Authority shall pay at the prevailing rate subject to receipt from the Supplier of a valid and accurate VAT invoice. Such VAT invoices shall show the VAT calculations as a separate line item.

- 9.7 The Authority shall pay any sum due to be paid in respect of a valid and undisputed invoice received in accordance with Clause 9.3 of this Schedule 2 before the end of the period of thirty (30) days beginning with:

- 9.7.1 the day on which an invoice is received by the Authority in respect of the sum; or
- 9.7.2 if later, the day on which the payment falls due in accordance with the invoice.

However, the Authority shall use its reasonable endeavours to pay such undisputed invoices sooner in accordance with any applicable government prompt payment targets. On receiving an invoice from the Supplier in respect of any sum payable under this Contract, the Authority shall notify the Supplier without undue delay if it considers the invoice is invalid or it disputes the invoice.

- 9.8 Where the Authority raises a query with respect to an invoice the Parties shall liaise with each other and agree a resolution to such query within thirty (30) days of the query

being raised. If the Parties are unable to agree a resolution within thirty (30) days the query shall be referred to dispute resolution in accordance with the Dispute Resolution Procedure. For the avoidance of doubt, the Authority shall not be in breach of any of any of its payment obligations under this Contract in relation to any queried or disputed invoice sums unless the process referred to in this Clause 9.8 of this Schedule 2 has been followed and it has been determined that the queried or disputed invoice amount is properly due to the Supplier and the Authority has then failed to pay such sum within a reasonable period following such determination.

- 9.9 The Supplier shall pay to the Authority any service credits and/or other sums and/or deductions (to include, without limitation, deductions relating to a reduction in the Contract Price) that may become due in accordance with the provisions of

the Specification and Tender Response Document. For the avoidance of doubt, the Authority may invoice the Supplier for such sums or deductions at any time in the event that they have not automatically been credited to the Authority in accordance with the provisions of the Specification and Tender Response Document. Such invoice shall be paid by the Supplier within 30 days of the date of such invoice.

9.10 The Authority reserves the right to set-off:

9.10.1 any monies due to the Supplier from the Authority as against any monies due to the Authority from the Supplier under this Contract; and

9.10.2 any monies due to the Authority from the Supplier as against any monies due to the Supplier from the Authority under this Contract.

9.11 Where the Authority is entitled to receive any sums (including, without limitation, any costs, charges or expenses) from the Supplier under this Contract, the Authority may invoice the Supplier for such sums. Such invoices shall be paid by the Supplier within 30 days of the date of such invoice.

9.12 If a Party fails to pay any undisputed sum properly due to the other Party under this Contract, the Party due such sum shall have the right to charge interest on the overdue amount at the applicable rate under the Late Payment of Commercial Debts (Interest) Act 1998, accruing on a daily basis from the due date up to the date of actual payment, whether before or after judgment.

10 Warranties

10.1 The Supplier warrants and undertakes that:

10.1.1 it has, and shall ensure its Staff shall have, and shall maintain throughout the Term, all appropriate licences and registrations with the relevant bodies to fulfil its obligations under this Contract;

10.1.2 it has all rights, consents, authorisations, licences and accreditations required to provide the Services and shall maintain such consents, authorisations, licences and accreditations throughout the Term;

10.1.3 it has and shall maintain a properly documented system of quality controls and processes covering all aspects of its obligations under this Contract and/or under Law, Guidance and Good Industry Practice and shall at all times comply with such quality controls and processes;

10.1.4 it shall not make any significant changes to its system of quality controls and processes in relation to the Services without notifying the Authority in writing at least twenty one (21) days in advance of such change (such notice to include the details of the consequences which follow such change being implemented);

10.1.5 where any act of the Supplier requires the notification to and/or approval by any regulatory or other competent body in accordance with any Law, Guidance, and/or Good Industry Practice, the Supplier shall comply fully with such notification and/or approval requirements;

Classification: Official

- 10.1.6 receipt of the Services by or on behalf of the Authority and use of the deliverables or of any other item or information supplied or made available to the Authority as part of the Services will not infringe any third party rights, to include without limitation any Intellectual Property Rights;
- 10.1.7 it will comply with all Law, Guidance, Good Industry Practice, Policies and the Supplier Code of Conduct in so far as is relevant to the provision of the Services;
- 10.1.8 it will provide the Services using reasonable skill and care and in accordance with Good Industry Practice and shall fulfil all requirements of this Contract using appropriately skilled, trained and experienced staff;
- 10.1.9 unless otherwise set out in the Specification and Tender Response Document and/or as otherwise agreed in writing by the Parties, it has and/or shall procure all resources, equipment, consumables and other items and facilities required to provide the Services;
- 10.1.10 without limitation to the generality of Clause 10.1.7 of this Schedule 2, it shall comply with all health and safety processes, requirements safeguards, controls, and training obligations in accordance with its own operational procedures, Law, Guidance, Policies, Good Industry Practice, the requirements of the Specification and Tender Response Document and any notices or instructions given to the Supplier by the Authority and/or any competent body, as relevant to the provision of the Services and the Supplier's access to the Premises and Locations in accordance with this Contract;
- 10.1.11 without prejudice to any specific notification requirements set out in this Contract, it will promptly notify the Authority of any health and safety hazard which has arisen, or the Supplier is aware may arise, in connection with the performance of the Services and take such steps as are reasonably necessary to ensure the health and safety of persons likely to be affected by such hazards;
- 10.1.12 any equipment it uses in the provision of the Services shall comply with all relevant Law, Guidance, and Good Industry Practice, be fit for its intended purpose and maintained fully in accordance with the manufacturer's specification and shall remain the Supplier's risk and responsibility at all times;
- 10.1.13 it shall use Good Industry Practice to ensure that any information and communications technology systems and/or related hardware and/or software it uses are free from corrupt data, viruses, worms and any other computer programs or code which might cause harm or disruption to the Authority's information and communications technology systems;
- 10.1.14 it shall (comply with its Net Zero and Social Value Commitments;

- 10.1.15 it shall provide to the Authority any information that the Authority may request as evidence of the Supplier's compliance with Clause 10.1.14 of this Schedule 2;
- 10.1.16 it will fully and promptly respond to all requests for information and/or requests for answers to questions regarding this Contract, the provision of the Services, any complaints and any Disputes at the frequency, in the timeframes and in the format as requested by the Authority from time to time (acting reasonably);
- 10.1.17 all information included within the Supplier's responses to any documents issued by the Authority as part of the procurement relating to the award of this Contract (to include, without limitation, as referred to in the Specification and Tender Response Document and Commercial Schedule) and all accompanying materials is accurate;
- 10.1.18 it has the right and authority to enter into this Contract and that it has the capability and capacity to fulfil its obligations under this Contract;
- 10.1.19 it is a properly constituted entity and it is fully empowered by the terms of its constitutional documents to enter into and to carry out its obligations under this Contract and the documents referred to in this Contract;
- 10.1.20 all necessary actions to authorise the execution of and performance of its obligations under this Contract have been taken before such execution;
- 10.1.21 there are no pending or threatened actions or proceedings before any court or administrative agency which would materially adversely affect the financial condition, business or operations of the Supplier;
- 10.1.22 there are no material agreements existing to which the Supplier is a party which prevent the Supplier from entering into or complying with this Contract;
- 10.1.23 it has and will continue to have the capacity, funding and cash flow to meet all its obligations under this Contract; and
- 10.1.24 it has satisfied itself as to the nature and extent of the risks assumed by it under this Contract and has gathered all information necessary to perform its obligations under this Contract and all other obligations assumed by it.
- 10.2 The Supplier warrants that all information, data and other records and documents required by the Authority as set out in the Specification and Tender Response Document shall be submitted to the Authority in the format and in accordance with any timescales set out in the Specification and Tender Response Document.
- 10.3 Without prejudice to the generality of Clause 10.2 of this Schedule 2, the Supplier acknowledges that a failure by the Supplier following the Actual Services Commencement Date to submit accurate invoices and other information on time to the Authority may result in the commissioner of health services, or other entity

Classification: Official

responsible for reimbursing costs to the Authority, delaying or failing to make relevant payments to the Authority. Accordingly, the Supplier warrants that, from the Actual Services Commencement Date, it shall submit accurate invoices and other information on time to the Authority.

10.4 The Supplier warrants and undertakes to the Authority that it shall comply with any eProcurement Guidance as it may apply to the Supplier and shall carry out all reasonable acts required of the Supplier to enable the Authority to comply with such eProcurement Guidance.

10.5 The Supplier warrants and undertakes to the Authority that, as at the Commencement Date, it has notified the Authority in writing of any circumstances giving rise to the application of an Exclusion Ground in respect of the Supplier, any Associated Person, any Connected Person and any supplier to whom the Supplier intends to sub-contract the performance of all or part of the Contract. If, at any point during the Term, circumstances giving rise to an Exclusion Ground occur in respect of the Supplier, any Associated Person, any Connected Person or any supplier to whom the Supplier has sub-contracted the performance of all or part of the Contract, the Supplier shall:

10.5.1 notify the Authority in writing of such fact within five (5) Business Days of its occurrence; and

10.5.2 promptly provide to the Authority the following information:

- (i) a short description of the circumstances;
- (ii) the name, contact postal address and email address of the person who is the subject of the circumstances;
- (iii) in the case of a conviction or other circumstances where there is a recorded decision of a public authority which is the authoritative basis for the conviction or other circumstances, a link to the web page where the decision can be accessed or a copy of the decision;
- (iv) any evidence that the person who is the subject of the circumstances:
 - (A) took the circumstances seriously, for example by paying any fine or compensation;
 - (B) took steps to prevent the circumstances occurring again, for example by changing staff or management, or putting procedures or training in place; and
 - (C) committed to taking further preventative steps, where appropriate;
- (v) if the circumstances giving rise to the Exclusion Ground have ended, the date when they ended; and
- (vi) such other information that the Authority may reasonably require.

- 10.6 The Supplier further warrants and undertakes to the Authority that it will inform the Authority in writing immediately upon becoming aware that any of the warranties set out in Clause 10 of this Schedule 2 have been breached or there is a risk that any warranties may be breached.
- 10.7 Any warranties provided under this Contract are both independent and cumulative and may be enforced independently or collectively at the sole discretion of the enforcing Party.

11 Intellectual property

- 11.1 The Supplier warrants and undertakes to the Authority that either it owns or is entitled to use and will continue to own or be entitled to use all Intellectual Property Rights used in the development and provision of the Services and/or necessary to give effect to the Services and/or to use any deliverables, matter or any other output supplied to the Authority as part of the Services.
- 11.2 Unless specified otherwise in the Key Provisions and/or in the Specification and Tender Response Document or elsewhere in this Contract, the Supplier hereby grants to the Authority, for the life of the use by the Authority of any deliverables, material or any other output supplied to the Authority in any format as part of the Services, an irrevocable, royalty-free, non-exclusive licence (with the right to sub-license to any supplier or other third party contracted by, engaged by and/or collaborating with the Authority) to use, modify, adapt or enhance such items in the course of the Authority's normal business operations. For the avoidance of doubt, unless specified otherwise in

the Key Provisions and/or in the Specification and Tender Response Document and/or elsewhere in this Contract, the Authority shall have no rights to commercially exploit (e.g. by selling to third parties) any deliverables, matter or any other output supplied to the Authority in any format as part of the Services.

12 Indemnity

- 12.1 The Supplier shall be liable to the Authority for, and shall indemnify and keep the Authority indemnified against, any loss, damages, costs, expenses (including without limitation legal costs and expenses), claims or proceedings in respect of:
 - 12.1.1 any injury or allegation of injury to any person, including injury resulting in death;
 - 12.1.2 any loss of or damage to property (whether real or personal);
 - 12.1.3 any breach of Clause 10.1.6 and/or Clause 11 of this Schedule 2; and/or
 - 12.1.4 any failure by the Supplier to commence the delivery of the Services by the Services Commencement Date;

that arise or result from the Supplier's negligent acts or omissions or breach of contract in connection with the performance of this Contract including the provision of the Services, except to the extent that such loss, damages, costs, expenses (including without limitation legal costs and expenses), claims or

Classification: Official

proceedings have been caused by any act or omission by, or on behalf of, or in accordance with the instructions of, the Authority.

12.2 Liability under Clauses 12.1.1, 12.1.3 and 17.13 of this Schedule 2 and Clause 2.6 of Schedule 3 shall be unlimited. Liability under Clauses 12.1.2 and 12.1.4 of this Schedule 2 shall be subject to the limitation of liability set out in Clause 13 of this Schedule 2.

12.3 In relation to all third party claims against the Authority, which are the subject of any indemnity given by the Supplier under this Contract, the Authority shall use its reasonable endeavours, upon a written request from the Supplier, to transfer the conduct of such claims to the Supplier unless restricted from doing so. Such restrictions may include, without limitation, any restrictions:

12.3.1 relating to any legal, regulatory, governance, information governance, or confidentiality obligations on the Authority; and/or

12.3.2 relating to the Authority's membership of any indemnity and/or risk pooling arrangements.

Such transfer shall be subject to the Parties agreeing appropriate terms for such conduct of the third party claim by the Supplier (to include, without limitation, the right of the Authority to be informed and consulted on the ongoing conduct of the claim following such transfer and any reasonable cooperation required by the Supplier from the Authority).

13 Limitation of liability

13.1 Nothing in this Contract shall exclude or restrict the liability of either Party:

13.1.1 for death or personal injury resulting from its negligence;

13.1.2 for fraud or fraudulent misrepresentation; or

13.1.3 in any other circumstances where liability may not be limited or excluded under any applicable law.

13.2 Subject to Clauses 12.2, 13.1, 13.3 and 13.5 of this Schedule 2, the total liability of each Party to the other under or in connection with this Contract whether arising in contract, tort, negligence, breach of statutory duty or otherwise shall be limited in aggregate to the greater of: (a) five million GBP (£5,000,000); or (b) one hundred and twenty five percent (125%) of the total Contract Price paid or payable by the Authority to the Supplier for the Services.

13.3 There shall be no right to claim losses, damages and/or other costs and expenses under or in connection with this Contract whether arising in contract (to include, without limitation, under any relevant indemnity), tort, negligence, breach of statutory duty or otherwise to the extent that any losses, damages and/or other costs and expenses claimed are in respect of loss of production, loss of business opportunity or are in respect of indirect loss of any nature suffered or alleged. For the avoidance of doubt, without limitation, the Parties agree that for the purposes of this Contract the following costs, expenses and/or loss of income shall be direct recoverable losses (to include under any relevant

indemnity) provided such costs, expenses and/or loss of income are properly evidenced by the claiming Party:

13.3.1 extra costs incurred purchasing replacement or alternative services;

13.3.2 costs associated with advising, screening, testing, treating, retreating or otherwise providing healthcare to patients;

13.3.3 the costs of extra management time; and/or

13.3.4 loss of income due to an inability to provide health care services, in each case to the extent to which such costs, expenses and/or loss of income arise or result from the other Party's breach of contract, negligent act or omission, breach of statutory duty, and/or other liability under or in connection with this Contract.

13.4 Each Party shall at all times take all reasonable steps to minimise and mitigate any loss for which that Party is entitled to bring a claim against the other pursuant to this Contract.

13.5 If the total Contract Price paid or payable by the Authority to the Supplier over the Term:

13.5.1 is less than or equal to one million pounds (£1,000,000), then the figure of five million pounds (£5,000,000) at Clause 13.2 of this Schedule 2 shall be replaced with one million pounds (£1,000,000);

13.5.2 is less than or equal to three million pounds (£3,000,000) but greater than one million pounds (£1,000,000), then the figure of five million pounds (£5,000,000) at Clause 13.2 of this Schedule 2 shall be replaced with three million pounds (£3,000,000);

13.5.3 is equal to, exceeds or will exceed ten million pounds (£10,000,000), but is less than fifty million pounds (£50,000,000), then the figure of five million pounds (£5,000,000) at Clause 13.2 of this Schedule 2 shall be replaced with ten million pounds (£10,000,000) and the figure of one hundred and twenty five percent (125%) at Clause 13.2 of this Schedule 2 shall be deemed to have been deleted and replaced with one hundred and fifteen percent (115%); and

13.5.4 is equal to, exceeds or will exceed fifty million pounds (£50,000,000), then the figure of five million pounds (£5,000,000) at Clause 13.2 of this Schedule 2 shall be replaced with fifty million pounds (£50,000,000) and the figure of one hundred and twenty five percent (125%) at Clause 13.2 of this Schedule

2 shall be deemed to have been deleted and replaced with one hundred and five percent (105%).

13.6 Clause 13 of this Schedule 2 shall survive the expiry of or earlier termination of this Contract for any reason.

14 Insurance

14.1 Subject to Clauses 14.2 and 14.3 of this Schedule 2 and unless otherwise confirmed in writing by the Authority, as a minimum level of protection, the

Classification: Official

Supplier shall put in place and/or maintain in force at its own cost with a reputable commercial insurer, insurance arrangements in respect of employer's liability, public liability and professional indemnity in accordance with Good Industry Practice with the minimum cover per claim of the greater of five million pounds (£5,000,000) or any sum as required by Law unless otherwise agreed with the Authority in writing. These requirements shall not apply to the extent that the Supplier is a member and maintains membership of each of the indemnity schemes run by the NHS Litigation Authority.

- 14.2 Without limitation to any insurance arrangements as required by Law, the Supplier shall put in place and/or maintain the different types and/or levels of indemnity arrangements explicitly required by the Authority, if specified in the Key Provisions.
- 14.3 Provided that the Supplier maintains all indemnity arrangements required by Law, the Supplier may self insure in order to meet other relevant requirements referred to at Clauses 14.1 and 14.2 of this Schedule 2 on condition that such self insurance arrangements offer the appropriate levels of protection and are approved by the Authority in writing prior to the Commencement Date.
- 14.4 The amount of any indemnity cover and/or self insurance arrangements shall not relieve the Supplier of any liabilities under this Contract. It shall be the responsibility of the Supplier to determine the amount of indemnity and/or self insurance cover that will be adequate to enable it to satisfy its potential liabilities under this Contract. Accordingly, the Supplier shall be liable to make good any deficiency if the proceeds of any indemnity cover and/or self insurance arrangement is insufficient to cover the settlement of any claim.
- 14.5 The Supplier warrants that it shall not take any action or fail to take any reasonable action or (in so far as it is reasonable and within its power) permit or allow others to take or fail to take any action, as a result of which its insurance cover may be rendered void, voidable, unenforceable, or be suspended or impaired in whole or in part, or which may otherwise render any sum paid out under such insurances repayable in whole or in part.
- 14.6 The Supplier shall from time to time and in any event within five (5) Business Days of written demand provide documentary evidence to the Authority that insurance arrangements taken out by the Supplier pursuant to Clause 14 of this Schedule 2 and the Key Provisions are fully maintained and that any premiums on them and/or contributions in respect of them (if any) are fully paid.
- 14.7 Upon the expiry or earlier termination of this Contract, the Supplier shall ensure that any ongoing liability it has or may have arising out of this Contract shall continue to be the subject of appropriate indemnity arrangements for the period of twenty one (21) years from termination or expiry of this Contract or until such earlier date as that liability may reasonably be considered to have ceased to exist.

15 Term and termination

- 15.1 This Contract shall commence on the Commencement Date and, unless terminated earlier in accordance with the terms of this Contract or the general law, shall continue until the end of the Term.
- 15.2 The Authority shall be entitled to extend the Term on one or more occasions by giving the Supplier written notice no less than three (3) months prior to the date on which this Contract would otherwise have expired, provided that the duration of this Contract shall be no longer than the total term specified in the Key Provisions.
- 15.3 In the case of a breach of any of the terms of this Contract by either Party that is capable of remedy (including, without limitation any breach of any KPI and, subject to Clause 9.8 of this Schedule 2, any breach of any payment obligations under this Contract), the non-breaching Party may, without prejudice to its other rights and remedies under this Contract, issue a Breach Notice and shall allow the Party in breach the opportunity to remedy such breach in the first instance via a remedial proposal put forward by the Party in breach ("**Remedial Proposal**") before exercising any right to terminate this Contract in accordance with Clause 15.4.2 of this Schedule 2. Such Remedial Proposal must be agreed with the non-breaching Party (such agreement not to be unreasonably withheld or delayed) and must be implemented by the Party in breach in accordance with the timescales referred to in the agreed Remedial Proposal. Once agreed, any changes to a Remedial Proposal must be approved by the Parties in writing. Any failure by the Party in breach to:
- 15.3.1 put forward and agree a Remedial Proposal with the non-breaching Party in relation to the relevant default or breach within a period of ten (10) Business Days (or such other period as the non-breaching Party may agree in writing) from written notification of the relevant default or breach from the nonbreaching Party;
 - 15.3.2 comply with such Remedial Proposal (including, without limitation, as to its timescales for implementation, which shall be thirty (30) days unless otherwise agreed between the Parties); and/or
 - 15.3.3 remedy the default or breach notwithstanding the implementation of such Remedial Proposal in accordance with the agreed timescales for implementation,
- shall be deemed, for the purposes of Clause 15.4.2 of this Schedule 2, a material breach of this Contract by the Party in breach not remedied in accordance with an agreed Remedial Proposal.
- 15.4 Either Party may terminate this Contract by issuing a Termination Notice to the other Party if such other Party commits a material breach of any of the terms of this Contract which is:
- 15.4.1 not capable of remedy; or
 - 15.4.2 in the case of a breach capable of remedy, which is not remedied in accordance with a Remedial Proposal.

Classification: Official

15.5 The Authority may terminate this Contract forthwith by issuing a Termination Notice to the Supplier:

15.5.1 if the Supplier does not commence delivery of the Services by any Long Stop Date;

15.5.2 if the Supplier, or any third party guaranteeing the obligations of the Supplier under this Contract, ceases or threatens to cease carrying on its business; suspends making payments on any of its debts or announces an intention to do so; is, or is deemed for the purposes of any Law to be, unable to pay its debts as they fall due or insolvent; enters into or proposes any composition, assignment or arrangement with its creditors generally; takes any step or suffers any step to be taken in relation to its winding-up, dissolution, administration (whether out of court or otherwise) or reorganisation (by way of voluntary arrangement, scheme of arrangement or otherwise) otherwise than as part of, and exclusively for the purpose of, a bona fide reconstruction or amalgamation; has a liquidator, trustee in bankruptcy, judicial custodian, compulsory manager, receiver, administrative receiver, administrator or similar officer appointed (in each case, whether out of court or otherwise) in respect of it or any of its assets; has any security over any of its assets enforced; or any analogous procedure or step is taken in any jurisdiction;

15.5.3 if the Supplier undergoes a change of control within the meaning of sections 450 and 451 of the Corporation Tax Act 2010 (other than for an intra-group change of control) without the prior written consent of the Authority and the Authority shall be entitled to withhold such consent if, in the reasonable opinion of the Authority, the proposed change of control will have a material impact on the performance of this Contract or the reputation of the Authority;

15.5.4 if the Supplier purports to assign, Sub-contract, novate, create a trust in or otherwise transfer or dispose of this Contract in breach of Clause 28.1 of this Schedule 2;

15.5.5 if the NHS Business Services Authority has notified the Authority that the Supplier or any Sub-contractor of the Supplier has, in the opinion of the NHS Business Services Authority, failed in any material respect to comply with its obligations in relation to the NHS Pension Scheme (including those under any Direction Letter) as assumed pursuant to the provisions of Part D of 0;

15.5.6 pursuant to and in accordance with the Key Provisions and Clauses 15.6, 19.7.2, 23.8, 25.2, 25.4 and 29.2 of this Schedule 2;

15.5.7 if the warranty given by the Supplier pursuant to Clause 10.5 of this Schedule 2 is materially untrue, the Supplier commits a material breach of its obligation to notify the Authority of any circumstances giving rise to an Exclusion Ground in respect of the Supplier, any Associated Person, any Connected Person or any supplier to whom

the Supplier has subcontracted the performance of all or part of the Contract as required by Clause 10.5 of this Schedule 2, or the Supplier fails to provide details of proposed mitigating factors as required by Clause 10.5 of this Schedule 2 that in the reasonable opinion of the Authority are acceptable; or

15.5.8 pursuant to and in accordance with any termination rights set out in the Data Protection Protocol, as applicable to this Contract.

15.6 If the Authority, acting reasonably, has good cause to believe that there has been a material deterioration in the financial circumstances of the Supplier and/or any third party guaranteeing the obligations of the Supplier under this Contract and/or any material Sub-contractor of the Supplier when compared to any information provided to and/or assessed by the Authority as part of any procurement process or other due diligence leading to the award of this Contract to the Supplier or the entering into a Sub-contract by the Supplier, the following process shall apply:

15.6.1 the Authority may (but shall not be obliged to) give notice to the Supplier requesting adequate financial or other security and/or assurances for due performance of its material obligations under this Contract on such reasonable and proportionate terms as the Authority may require within a reasonable time period as specified in such notice;

15.6.2 a failure or refusal by the Supplier to provide the financial or other security and/or assurances requested in accordance with Clause 15.6 of this Schedule 2 in accordance with any reasonable timescales specified in any such notice issued by the Authority shall be deemed a breach of this Contract by the Supplier and shall be referred to and resolved in accordance with the Dispute Resolution Procedure; and

15.6.3 a failure to resolve such breach in accordance with such Dispute Resolution Procedure by the end of the escalation stage of such process shall entitle, but shall not compel, the Authority to terminate this Contract in accordance with Clause 15.4.1 of this Schedule 2.

In order that the Authority may act reasonably in exercising its discretion in accordance with Clause 15.6 of this Schedule 2, the Supplier shall provide the Authority with such reasonable and proportionate up-to-date financial or other information relating to the Supplier or any relevant third party entity upon request.

15.7 The Authority may terminate this Contract by issuing a Termination Notice to the Supplier where:

15.7.1 the Authority considers that the Contract has been awarded or modified in material breach (as defined in section 78(12) of the Procurement Act 2023) of the Procurement Act 2023 or regulations made under the Procurement Act 2023;

15.7.2 since the Commencement Date, the Supplier, any Connected Person and/or any Associated Person has become an excluded supplier or

Classification: Official

excludable supplier, as defined in section 57 of the Procurement Act 2023, including but not limited to where:

- (i) a discretionary exclusion ground set out in Schedule 7 of the Procurement Act 2023 applies to the Supplier, Connected Person and/or Associated Person that did not apply before the Commencement Date or applied before the Commencement Date by reference to different circumstances; and
- (ii) the Authority discovers that the Supplier, Connected Person and/or Associated Person was an excludable supplier prior to the Commencement Date;

15.7.3 any supplier, other than an Associated Person, to which the Supplier is subcontracting all or part of the performance of the Contract is an excluded or excludable supplier, as defined in section 57 of the Procurement Act 2023, and the conditions set out in section 78(3) of the Procurement Act 2023 are met; or

15.7.4 there has been a failure by the Supplier and/or one its Sub-contractors to comply with legal obligations in the fields of environmental, social or labour Law. Where the failure to comply with legal obligations in the fields of environmental, social or labour Law is a failure by one of the Supplier's Subcontractors, the Authority may request the replacement of such Subcontractor and the Supplier shall comply with such request as an alternative

to the Authority terminating this Contract under this Clause 15.7.3 of this Schedule 2.

15.8 Before terminating the Contract in accordance with Clauses 15.7.1 to 15.7.3, the Authority will:

- 15.8.1 provide the Supplier with notice of its intention to terminate, such notice to set out which termination ground applies and why the Authority has decided to terminate the Contract; and
- 15.8.2 give the Supplier a reasonable opportunity to make representations regarding whether a termination ground applies and the Authority's decision to terminate the Contract

15.9 Before terminating the Contract in accordance with Clauses 15.7.2 and 15.7.3 on the basis that a supplier to whom the Supplier is subcontracting is an excluded or excludable supplier, the Authority will provide the Supplier with reasonable opportunity to cease subcontracting to the excluded or excludable supplier and, if necessary, find an alternative supplier to which to sub-contract.

15.10 If the Authority novates this Contract to any body that is not a Contracting Authority, from the effective date of such novation, the rights of the Authority to terminate this Contract in accordance with Clause 15.5.2 to Clause 15.5.4 of this Schedule 2 shall be deemed mutual termination rights and the Supplier may terminate this Contract by issuing a

Termination Notice to the entity assuming the position of the Authority if any of the circumstances referred to in such Clauses apply to the entity assuming the position of the Authority.

- 15.11 Within three (3) months of the Commencement Date the Supplier shall develop and agree an exit plan with the Authority consistent with the Exit Requirements, which shall ensure continuity of the Services on expiry or earlier termination of this Contract. The Supplier shall provide the Authority with the first draft of an exit plan within one (1) month of the Commencement Date. The Parties shall review and, as appropriate, update the exit plan on each anniversary of the Commencement Date of this Contract. If the Parties cannot agree an exit plan in accordance with the timescales set out in this Clause 15.11 of this Schedule 2 (such agreement not to be unreasonably withheld or delayed), such failure to agree shall be deemed a Dispute, which shall be referred to and resolved in accordance with the Dispute Resolution Procedure.

16 Consequences of expiry or early termination of this Contract

- 16.1 Upon expiry or earlier termination of this Contract, the Authority agrees to pay the Supplier for the Services which have been completed by the Supplier in accordance with this Contract prior to expiry or earlier termination of this Contract.
- 16.2 Immediately following expiry or earlier termination of this Contract and/or in accordance with any timescales as set out in the agreed exit plan:
- 16.2.1 the Supplier shall comply with its obligations under any agreed exit plan;
- 16.2.2 all data, excluding Personal Data, documents and records (whether stored electronically or otherwise) relating in whole or in part to the Services, including without limitation relating to patients or other service users, and all other items provided on loan or otherwise to the Supplier by the Authority shall be delivered by the Supplier to the Authority provided that the Supplier shall be entitled to keep copies to the extent that: (a) the content does not relate solely to the Services; (b) the Supplier is required by Law and/or Guidance to keep copies; or (c) the Supplier was in possession of such data, documents and records prior to the Commencement Date; and
- 16.2.3 any Personal Data Processed by the Supplier on behalf of the Authority shall be returned to the Authority or destroyed in accordance with the relevant provisions of the Data Protection Protocol.
- 16.3 The Supplier shall retain all data relating to the provision of the Services that are not transferred or destroyed pursuant to Clause 16.2 of this Schedule 2 for the period set out in Clause 24.1 of this Schedule 2.
- 16.4 The Supplier shall cooperate fully with the Authority or, as the case may be, any replacement supplier during any re-procurement and handover period prior to and following the expiry or earlier termination of this Contract. This cooperation shall extend to providing access to all information relevant to the operation of

Classification: Official

this Contract, as reasonably required by the Authority to achieve a fair and transparent procurement and/or an effective transition without disruption to routine operational requirements.

- 16.5 Immediately upon expiry or earlier termination of this Contract any licence or lease entered into in accordance with the Key Provisions shall automatically terminate.
- 16.6 The expiry or earlier termination of this Contract for whatever reason shall not affect any rights or obligations of either Party which accrued prior to such expiry or earlier termination.
- 16.7 The expiry or earlier termination of this Contract shall not affect any obligations which expressly or by implication are intended to come into or continue in force on or after such expiry or earlier termination.

17 Staff information and the application of TUPE at the end of the Contract

- 17.1 Upon the day which is no greater than nine (9) months before the expiry of this Contract or as soon as the Supplier is aware of the proposed termination of the Contract, the Supplier shall, within twenty eight (28) days of receiving a written request from the Authority and to the extent permitted by Law, supply to the Authority and keep updated all information required by the Authority as to the terms and conditions of employment and employment history of any Supplier Personnel (including all employee liability information identified in regulation 11 of TUPE) and the Supplier shall warrant such information is full, complete and accurate.
- 17.2 No later than twenty eight (28) days prior to the Subsequent Transfer Date, the Supplier shall or shall procure that any Sub-contractor shall provide a final list to the Successor and/or the Authority, as appropriate, containing the names of all the Subsequent Transferring Employees whom the Supplier or Sub-contractor expects will transfer to the Successor or the Authority and all employee liability information identified in regulation 11 of TUPE in relation to the Subsequent Transferring Employees.
- 17.3 If the Supplier shall, in the reasonable opinion of the Authority, deliberately not comply with its obligations under Clauses 17.1 and 17.2 of this Schedule 2, the Authority may withhold payment under Clause 9 of this Schedule 2.
- 17.4 The Supplier shall be liable to the Authority for, and shall indemnify and keep the Authority indemnified against, any loss, damages, costs, expenses (including without limitation legal costs and expenses), claims or proceedings that arise or result from any deficiency or inaccuracy in the information which the Supplier is required to provide under Clauses 17.1 and 17.2 of this Schedule 2.
- 17.5 Subject to Clauses 17.6 and 17.7 of this Schedule 2, during the period of nine (9) months preceding the expiry of this Contract or after notice of termination of this Contract has been served by either Party, the Supplier shall not, and shall procure that
 - any Sub-contractor shall not, without the prior written consent of the Authority, such consent not to be unreasonably withheld or delayed:

- 17.5.1 make, propose or permit any material changes to the terms and conditions of employment or other arrangements of any of the Supplier Personnel;
 - 17.5.2 increase or seek to increase the emoluments (excluding cost of living increases awarded in the ordinary course of business) payable to any of the Supplier Personnel;
 - 17.5.3 replace any of the Supplier Personnel or increase the total number of employees providing the Services;
 - 17.5.4 deploy any person other than the Supplier Personnel to perform the Services;
 - 17.5.5 terminate or give notice to terminate the employment or arrangements of any of the Supplier Personnel;
 - 17.5.6 increase the proportion of working time spent on the Services by any of the Supplier Personnel; or
 - 17.5.7 introduce any new contractual term or customary practice concerning the making of any lump sum payment on the termination of employment of any of the Supplier Personnel.
- 17.6 Clause 17.5 of this Schedule 2 shall not prevent the Supplier or any Sub-contractor from taking any of the steps prohibited in that Clause in circumstances where the Supplier or Sub-contractor is required to take such a step pursuant to any changes in legislation or pursuant to a collective agreement in force at that time.
- 17.7 Where the obligations on the Supplier under Clause 17 of this Schedule 2 are subject to the Data Protection Legislation, the Supplier will, and shall procure that any Subcontractor will, use its best endeavours to seek the consent of the Supplier Personnel to disclose any information covered under the Data Protection Legislation and utilise any other exemption or provision within the Data Protection Legislation which would allow such disclosure.
- 17.8 Having as appropriate gained permission from any Sub-contractor, the Supplier hereby permits the Authority to disclose information about the Supplier Personnel to any Interested Party provided that the Authority informs the Interested Party in writing of the confidential nature of the information.
- 17.9 The Parties agree that where a Successor or the Authority provides the Services or services which are fundamentally the same as the Services in the immediate or subsequent succession to the Supplier or Sub-contractor (in whole or in part) on expiry or early termination of this Contract (howsoever arising) TUPE, the Cabinet Office Statement and Fair Deal for Staff Pensions may apply in respect of the subsequent provision of the Services or services which are fundamentally the same as the Services. If TUPE, the Cabinet Office Statement and Fair Deal for Staff Pensions apply then Clause 17.11 to Clause 17.14 of this Schedule 2 and (where relevant) the provisions of Clause 1.15 of Part D of 0 shall apply.
- 17.10 If on the termination or at the end of the Contract TUPE does not apply, then all Employment Liabilities and any other liabilities in relation to the Supplier Personnel shall remain with the Supplier or Sub-contractor as appropriate. The

Classification: Official

Supplier will, and shall procure that any Sub-contractor shall, indemnify and keep indemnified the Authority in relation to any Employment Liabilities arising out of or in connection with any allegation or claim raised by any Supplier Personnel.

17.11 In accordance with TUPE, and any other policy or arrangement applicable, the Supplier shall, and will procure that any Sub-contractor shall, comply with its obligations to inform and consult with the appropriate representatives of any of its employees affected by the subsequent transfer of the Services or services which are fundamentally the same as the Services.

17.12 The Supplier will and shall procure that any Sub-contractor will on or before any Subsequent Transfer Date:

17.12.1 pay all wages, salaries and other benefits of the Subsequent Transferring Employees and discharge all other financial obligations (including reimbursement of any expenses and any contributions to retirement benefit schemes) in respect of the period between the Transfer Date and the Subsequent Transfer Date;

17.12.2 account to the proper authority for all PAYE, tax deductions and national insurance contributions payable in respect of the Subsequent Transferring Employees in the period between the Transfer Date and the Subsequent Transfer Date;

17.12.3 pay any Successor or the Authority, as appropriate, the amount which would be payable to each of the Subsequent Transferring Employees in lieu of accrued but untaken holiday entitlement as at the Subsequent Transfer Date;

17.12.4 pay any Successor or the Authority, as appropriate, the amount which fairly reflects the progress of each of the Subsequent Transferring Employees towards achieving any commission, bonus, profit share or other incentive payment payable after the Subsequent Transfer Date wholly or partly in respect of a period prior to the Subsequent Transfer Date; and

17.12.5 subject to any legal requirement, provide to the Successor or the Authority, as appropriate, all personnel records relating to the Subsequent Transferring Employees including, without prejudice to the generality of the foregoing, all records relating to national insurance, PAYE and income tax. The Supplier shall for itself and any Sub-contractor warrant that such records are accurate and up to date.

17.13 The Supplier will and shall procure that any Sub-contractor will indemnify and keep indemnified the Authority and/or a Successor in relation to any Employment Liabilities arising out of or in connection with any claim arising from:

17.13.1 the Supplier's or Sub-contractor's failure to perform and discharge its obligations under Clause 17.12 of this Schedule 2;

- 17.13.2 any act or omission by the Supplier or Sub-contractor in respect of the Subsequent Transferring Employees occurring on or before the Subsequent Transfer Date;
- 17.13.3 any allegation or claim by any person who is not a Subsequent Transferring Employee but who alleges that their employment should transfer or has transferred to the Successor or the Authority, as appropriate;
- 17.13.4 any emoluments payable to a person employed or engaged by the Supplier or Sub-contractor (including without limitation all wages, any accrued or unpaid holiday pay, bonuses, commissions, PAYE, national insurance contributions, pension contributions and other contributions) payable in respect of any period on or before the Subsequent Transfer Date;
- 17.13.5 any allegation or claim by any of the Subsequent Transferring Employees on the grounds that the Successor or Authority, as appropriate, has failed to

continue a benefit provided by the Supplier or Sub-contractor as a term of such Subsequent Transferring Employee's contract as at the Subsequent Transfer Date where it was not reasonably practicable for the Successor or Authority, as appropriate, to provide an identical benefit but where the Successor or Authority, as appropriate, has provided (or offered to provide where such benefit is not accepted by the Subsequent Transferring Employee) an alternative benefit which, taken as a whole, is no less favourable to such Subsequent Transferring Employee; and
- 17.13.6 any act or omission of the Supplier or any Sub-contractor in relation to its obligations under regulation 13 of TUPE, or in respect of an award of compensation under regulation 15 of TUPE except to the extent that the liability arises from the Successor's or Authority's failure to comply with regulation 13(4) of TUPE.
- 17.14 The Supplier will, or shall procure that any Sub-contractor will, on request by the Authority provide a written and legally binding indemnity in the same terms as set out in Clause 17.13 of this Schedule 2 to any Successor in relation to any Employment Liabilities arising up to and including the Subsequent Transfer Date.
- 17.15 The Supplier will indemnify and keep indemnified the Authority and/or any Successor in respect of any Employment Liabilities arising from any act or omission of the Supplier or Sub-contractor in relation to any other Supplier Personnel who is not a Subsequent Transferring Employee arising during any period whether before, on or after the Subsequent Transfer Date.
- 17.16 If any person who is not a Subsequent Transferring Employee claims or it is determined that their contract of employment has been transferred from the Supplier or any Sub-contractor to the Authority or Successor pursuant to TUPE

Classification: Official

or claims that their employment would have so transferred had they not resigned, then:

- 17.16.1 the Authority will, or shall procure that the Successor will, within seven (7) days of becoming aware of that fact, give notice in writing to the Supplier;
- 17.16.2 the Supplier may offer (or may procure that a Sub-contractor may offer) employment to such person within twenty eight (28) days of the notification by the Authority or Successor;
- 17.16.3 if such offer of employment is accepted, the Authority will, or shall procure that the Successor will, immediately release the person from their employment; and
- 17.16.4 if after the period in Clause 17.16.2 of this Schedule 2 has elapsed, no such offer of employment has been made or such offer has been made but not accepted, the Authority will, or shall procure that the Successor will (whichever is the provider of the Services or services of the same or similar nature to the Services), employ that person in accordance with its obligations and duties under TUPE and shall be responsible for all liabilities arising in respect of any such person after the Subsequent Transfer Date.

18 Complaints

- 18.1 To the extent relevant to the Services, the Supplier shall have in place and operate a complaints procedure which complies with the requirements of the Local Authority Social Services and National Health Service Complaints (England) Regulations 2009.
- 18.2 Each Party shall inform the other of all complaints from or on behalf of patients or other service users arising out of or in connection with the provision of the Services within

twenty four (24) hours of receipt of each complaint and shall keep the other Party updated on the manner of resolution of any such complaints.

19 Modern slavery and environmental, social, and labour laws

Environmental, social and labour law requirements

- 19.1 The Supplier shall comply in all material respects with applicable environmental and social and labour Law requirements in force from time to time in relation to the Services. Where the provisions of any such Law are implemented by the use of voluntary agreements, the Supplier shall comply with such agreements as if they were incorporated into English law subject to those voluntary agreements being cited in the Specification and Tender Response Document. Without prejudice to the generality of the foregoing, the Supplier shall:
 - 19.1.1 comply with all Policies and/or procedures and requirements set out in the Specification and Tender Response Document in relation to any stated environmental and social and labour requirements, characteristics and impacts of the Services and the Supplier's supply chain;

19.1.2 maintain relevant policy statements documenting the Supplier's significant labour, social and environmental aspects as relevant to the Services being provided and as proportionate to the nature and scale of the Supplier's business operations; and

19.1.3 maintain plans and procedures that support the commitments made as part of the Supplier's significant labour, social and environmental policies, as referred to at Clause 19.1.2 of this Schedule 2.

Modern slavery

19.2 The Supplier shall, and shall procure that each of its Sub-contractors shall, comply with:

19.2.1 the Modern Slavery Act 2015 ("**Slavery Act**"); and

19.2.2 the Authority's anti-slavery policy as provided to the Supplier by the Authority from time to time ("**Anti-Slavery Policy**").

19.3 The Supplier shall:

19.3.1 implement due diligence procedures for its Sub-contractors and other participants in its supply chains in accordance with Good Industry Practice with the aim of avoiding slavery or trafficking in its supply chains;

19.3.2 respond promptly to all slavery and trafficking due diligence questionnaires issued to it by the Authority from time to time and shall ensure that its responses to all such questionnaires are complete and accurate;

19.3.3 upon request from the Authority, prepare and deliver to the Authority each year, an annual slavery and trafficking report setting out the steps it has taken to ensure that slavery and trafficking is not taking place in any of its supply chains or in any part of its business;

19.3.4 maintain a complete set of records to trace the supply chain of all goods and services purchased and/or supplied by the Supplier in connection with all contracts or framework agreements with the Authority;

19.3.5 implement a system of training for its employees to ensure compliance with the Slavery Act; and

19.3.6 ensure that any Sub-contracts contain anti-slavery provisions consistent with the Supplier's obligations under this 19 of this Schedule 2

19.4 The Supplier undertakes on an ongoing basis that:

19.4.1 it conducts its business in a manner consistent with all applicable Laws including the Slavery Act and all analogous legislation in place in any part of the world in which its supply chain operates;

19.4.2 its responses to all slavery and trafficking due diligence questionnaires issued to it by the Authority from time to time are complete and accurate; and

19.4.3 neither the Supplier nor any of its Sub-contractors, nor any other persons associated with it (including any Staff):

Classification: Official

- (i) has been convicted of any offence involving slavery or trafficking; or
- (ii) has been, or is currently, the subject of any investigation, inquiry or enforcement proceedings by any governmental, administrative or regulatory body relating to any offence committed regarding slavery or trafficking,

not already notified to the Authority in writing in accordance with Clause 19.5 of this Schedule 2

19.5 The Supplier shall notify the Authority as soon as it becomes aware of:

19.5.1 any breach, or potential breach, of the Anti-Slavery Policy; or

19.5.2 any actual or suspected slavery or trafficking in its supply chain.

19.6 If the Supplier notifies the Authority pursuant to Clause 19.5 of this Schedule 2, it shall respond promptly to the Authority's enquiries, co-operate with any investigation, and allow the Authority to audit any books, premises, facilities, records and/or any other relevant documentation in accordance with this Contract.

19.7 If the Supplier is in breach of Clause 19.3 of this Schedule 2 or the undertaking at Clause 19.4 of this Schedule 2 in addition to its other rights and remedies provided under this Contract, the Authority may:

19.7.1 by written notice require the Supplier to remove from performance of any contract or framework agreement with the Authority (including this Contract) any Sub-contractor, Staff or other persons associated with it whose acts or omissions have caused the breach; or

19.7.2 terminate this Contract by issuing a Termination Notice to the Supplier.

Further corporate social responsibility requirements

19.8 The Supplier shall comply with any further corporate social responsibility requirements set out in the Specification and Tender Response Document. ***Provision of further information***

19.9 The Supplier shall meet reasonable requests by the Authority for information evidencing the Supplier's compliance with the provisions of Clause 19 of this Schedule

2. For the avoidance of doubt, the Authority may audit the Supplier's compliance with this Clause 19 of this Schedule 2 in accordance with Clause 24 of this Schedule 2.

20 Electronic services information

20.1 Where requested by the Authority, the Supplier shall provide the Authority the Services Information in such manner and upon such media as agreed between the Supplier and the Authority from time to time for the sole use by the Authority.

20.2 The Supplier warrants that the Services Information is complete and accurate as at the date upon which it is delivered to the Authority and that the Services Information shall not contain any data or statement which gives rise to any

liability on the part of the Authority following publication of the same in accordance with Clause 20 of this Schedule 2.

20.3 If the Services Information ceases to be complete and accurate, the Supplier shall promptly notify the Authority in writing of any modification or addition to or any inaccuracy or omission in the Services Information.

20.4 The Supplier grants the Authority a perpetual, non-exclusive, royalty free licence to use and exploit the Services Information and any Intellectual Property Rights in the Services Information for the purpose of illustrating the range of goods and services (including, without limitation, the Services) available pursuant to the Authority's contracts from time to time. Subject to Clause 20.5 of this Schedule 2, no obligation to illustrate or advertise the Services Information is imposed on the Authority, as a consequence of the licence conferred by this Clause 20.4 of this Schedule 2.

20.5 The Authority may reproduce for its sole use the Services Information provided by the Supplier in the Authority's services catalogue from time to time which may be made available on any NHS communications networks in electronic format and/or made available on the Authority's external website and/or made available on other digital media from time to time.

20.6 Before any publication of the Services Information (electronic or otherwise) is made by the Authority, the Authority will submit a copy of the relevant sections of the Authority's services catalogue to the Supplier for approval, such approval not to be unreasonably withheld or delayed. For the avoidance of doubt the Supplier shall have no right to compel the Authority to exhibit the Services Information in any services catalogue as a result of the approval given by it pursuant to this Clause 20.6 of this Schedule 2 or otherwise under the terms of this Contract.

20.7 If requested in writing by the Authority, and to the extent not already agreed as part of the Specification and Tender Response Document, the Supplier and the Authority shall discuss and seek to agree in good faith arrangements to use any Electronic Trading System.

21 Change management

21.1 The Supplier acknowledges to the Authority that the Authority's requirements for the Services may change during the Term and the Supplier shall not unreasonably withhold or delay its consent to any reasonable variation or addition to the Specification and Tender Response Document, as may be requested by the Authority from time to time.

21.2 Subject to Clause 21.3 of this Schedule 2, any change to the Services or other variation to this Contract shall only be binding once it has been agreed either:
(a) in accordance with the Change Control Process if the Key Provisions specify that changes are subject to a formal change control process; or (b) if the Key Provisions make no such reference, in writing and signed by an authorised representative of both Parties.

Classification: Official

21.3 Any change to the Data Protection Protocol shall be made in accordance with the relevant provisions of that protocol.

21.4 The Supplier shall neither be relieved of its obligations to provide the Services in accordance with the terms and conditions of this Contract nor be entitled to an increase in the Contract Price as the result of:

21.4.1 a General Change in Law; or

21.4.2 a Specific Change in Law where the effect of that Specific Change in Law on the Services is reasonably foreseeable at the Commencement Date.

22 Dispute resolution

22.1 During any Dispute, including a Dispute as to the validity of this Contract, it is agreed that the Supplier shall continue its performance of the provisions of the Contract (unless the Authority requests in writing that the Supplier does not do so).

22.2 In the case of a Dispute arising out of or in connection with this Contract the Supplier and the Authority shall make every reasonable effort to communicate and cooperate with each other with a view to resolving the Dispute and follow the procedure set out in Clause 22.3 of this Schedule 2 as the first stage in the Dispute Resolution Procedure.

22.3 If any Dispute arises out of the Contract either Party may serve a notice on the other Party to commence formal resolution of the Dispute. The Parties shall first seek to resolve the Dispute by escalation in accordance with the management levels as set out in Clause 5 of the Key Provisions. Respective representatives at each level, as set out in Clause 5 of the Key Provisions, shall have five (5) Business Days at each level during which they will use their reasonable endeavours to resolve the Dispute before escalating the matter to the next levels until all level have been exhausted. Level 1 will commence on the date of service of the Dispute Notice. The final level of the escalation process shall be deemed exhausted on the expiry of five (5) Business Days following escalation to that level unless otherwise agreed by the Parties in writing.

22.4 If the procedure set out in Clause 22.3 of this Schedule 2 above has been exhausted and fails to resolve such Dispute, as part of the Dispute Resolution Procedure, the Parties will attempt to settle it by mediation. The Parties, shall acting reasonably, attempt to agree upon a mediator. In the event that the Parties fail to agree a mediator within five (5) Business Days following the exhaustion of all levels of the escalation procedure at Clause 22.3 of this Schedule 2, the mediator shall be nominated and confirmed by the Centre for Effective Dispute Resolution, London.

22.5 The mediation shall commence within twenty eight (28) days of the confirmation of the mediator in accordance with Clause 22.4 of this Schedule 2 or at such other time as may be agreed by the Parties in writing. Neither Party will terminate such mediation process until each Party has made its opening

presentation and the mediator has met each Party separately for at least one hour or one Party has failed to participate in the mediation process. After this time, either Party may terminate the mediation process by notification to the other Party (such notification may be verbal provided that it is followed up by written confirmation). The Authority and the Supplier will cooperate with any person appointed as mediator providing them with such information and other assistance as they shall require and will pay their costs, as they shall determine or in the absence of such determination such costs will be shared equally.

22.6 Nothing in this Contract shall prevent:

22.6.1 the Authority taking action in any court in relation to any death or personal injury arising or allegedly arising in connection with the provision of the Services;

22.6.2 either Party seeking from any court any interim or provisional relief that may be necessary to protect the rights or property of that Party or that relates to

the safety of patients and other service users or the security of Confidential Information, pending resolution of the relevant Dispute in accordance with the Dispute Resolution Procedure; or

22.6.3 the Authority publishing information regarding Disputes in compliance with its obligations under the Procurement Act 2023.

22.7 Clause 22 of this Schedule 2 shall survive the expiry of or earlier termination of this Contract for any reason.

23 Force majeure

23.1 Subject to Clause 23.2 of this Schedule 2 neither Party shall be liable to the other for any failure to perform all or any of its obligations under this Contract nor liable to the other Party for any loss or damage arising out of the failure to perform its obligations to the extent only that such performance is rendered impossible by a Force Majeure Event.

23.2 The Supplier shall only be entitled to rely on a Force Majeure Event and the relief set out in Clause 23 of this Schedule 2 and will not be considered to be in default or liable for breach of any obligations under this Contract if:

23.2.1 the Supplier has fulfilled its obligations pursuant to Clause 6 of this Schedule 2;

23.2.2 the Force Majeure Event does not arise directly or indirectly as a result of any wilful or negligent act or default of the Supplier; and

23.2.3 the Supplier has complied with the procedural requirements set out in Clause 23 of this Schedule 2.

23.3 Where a Party is (or claims to be) affected by a Force Majeure Event it shall use reasonable endeavours to mitigate the consequences of such a Force Majeure Event upon the performance of its obligations under this Contract, and to resume the performance of its obligations affected by the Force Majeure Event as soon as practicable.

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- 23.4 Where the Force Majeure Event affects the Supplier's ability to perform part of its obligations under the Contract the Supplier shall fulfil all such contractual obligations that are not so affected and shall not be relieved from its liability to do so.
- 23.5 If either Party is prevented or delayed in the performance of its obligations under this Contract by a Force Majeure Event, that Party shall as soon as reasonably practicable serve notice in writing on the other Party specifying the nature and extent of the circumstances giving rise to its failure to perform or any anticipated delay in performance of its obligations.
- 23.6 Subject to service of such notice, the Party affected by such circumstances shall have no liability for its failure to perform or for any delay in performance of its obligations affected by the Force Majeure Event only for so long as such circumstances continue and for such time after they cease as is necessary for that Party, using its best endeavours, to recommence its affected operations in order for it to perform its obligations.
- 23.7 The Party claiming relief shall notify the other in writing as soon as the consequences of the Force Majeure Event have ceased and of when performance of its affected obligations can be resumed.
- 23.8 If the Supplier is prevented from performance of its obligations as a result of a Force Majeure Event, the Authority may at any time, if the Force Majeure Event subsists for
thirty (30) days or more, terminate this Contract by issuing a Termination Notice to the Supplier.
- 23.9 Following such termination in accordance with Clause 23.8 of this Schedule 2 and subject to Clause 23.10 of this Schedule 2, neither Party shall have any liability to the other.
- 23.10 Any rights and liabilities of either Party which have accrued prior to such termination in accordance with Clause 23.8 of this Schedule 2 shall continue in full force and effect unless otherwise specified in this Contract.

24 Records retention and right of audit

- 24.1 Subject to any statutory requirement and Clause 24.2 of this Schedule 2, the Supplier shall keep secure and maintain for the Term and six (6) years afterwards, or such longer period as may be agreed between the Parties, full and accurate records of all matters relating to this Contract.
- 24.2 Where any records could be relevant to a claim for personal injury such records shall be kept secure and maintained for a period of twenty one (21) years from the date of expiry or earlier termination of this Contract.
- 24.3 The Authority shall have the right to audit the Supplier's compliance with this Contract. The Supplier shall permit or procure permission for the Authority or its authorised representative during normal business hours having given advance written notice of no less than five (5) Business Days, access to any premises and facilities, books and records reasonably required to audit the Supplier's compliance with its obligations under this Contract.

- 24.4 Should the Supplier Sub-contract any of its obligations under this Contract, the Authority shall have the right to audit and inspect such third party. The Supplier shall procure permission for the Authority or its authorised representative during normal business hours no more than once in any twelve (12) months, having given advance written notice of no less than five (5) Business Days, access to any premises and facilities, books and records used in the performance of the Supplier's obligations under this Contract that are Sub-contracted to such third party. The Supplier shall cooperate with such audit and inspection and accompany the Authority or its authorised representative if requested.
- 24.5 The Supplier shall grant to the Authority or its authorised representative, such access to those records as they may reasonably require in order to check the Supplier's compliance with this Contract for the purposes of:
- 24.5.1 the examination and certification of the Authority's accounts; or
- 24.5.2 any examination pursuant to section 6(1) of the National Audit Act 1983 of the economic efficiency and effectiveness with which the Authority has used its resources.
- 24.6 The Comptroller and Auditor General may examine such documents as they may reasonably require which are owned, held or otherwise within the control of the Supplier and may require the Supplier to provide such oral and/or written explanations as they consider necessary. Clause 24 of this Schedule 2 does not constitute a requirement or agreement for the examination, certification or inspection of the accounts of the Supplier under sections 6(3)(d) and 6(5) of the National Audit Act 1983.
- 24.7 The Supplier shall provide reasonable cooperation to the Authority, its representatives and any regulatory body in relation to any audit, review, investigation or enquiry carried out in relation to the subject matter of this Contract.
- 24.8 The Supplier shall provide all reasonable information as may be reasonably requested by the Authority to evidence the Supplier's compliance with the requirements of this Contract.

25 Conflicts of interest and the prevention of fraud

- 25.1 The Supplier shall take appropriate steps to ensure that neither the Supplier nor any Staff are placed in a position where, in the reasonable opinion of the Authority, there is or may be an actual conflict, or a potential conflict, between the pecuniary or personal interests of the Supplier and the duties owed to the Authority under the provisions of this Contract. The Supplier will disclose to the Authority full particulars of any such conflict of interest which may arise.
- 25.2 The Authority reserves the right to terminate this Contract immediately by notice in writing and/or to take such other steps it deems necessary where, in the reasonable opinion of the Authority, there is or may be an actual conflict, or a potential conflict, between the pecuniary or personal interests of the Supplier and the duties owed to the Authority under the provisions of this Contract. The actions of the Authority pursuant to this Clause 25.2 of this Schedule 2 shall not

Classification: Official

prejudice or affect any right of action or remedy which shall have accrued or shall subsequently accrue to the Authority.

25.3 The Supplier shall take all reasonable steps to prevent Fraud by Staff and the Supplier (including its owners, members and directors). The Supplier shall notify the Authority immediately if it has reason to suspect that any Fraud has occurred or is occurring or is likely to occur.

25.4 If the Supplier or its Staff commits Fraud the Authority may terminate this Contract and recover from the Supplier the amount of any direct loss suffered by the Authority resulting from the termination. **26 Equality and human rights**

26.1 The Supplier shall:

26.1.1 ensure that (a) it does not, whether as employer or as provider of the Services, engage in any act or omission that would contravene the Equality Legislation, and (b) it complies with all its obligations as an employer or provider of the Services as set out in the Equality Legislation and take reasonable endeavours to ensure its Staff do not unlawfully discriminate within the meaning of the Equality Legislation;

26.1.2 in the management of its affairs and the development of its equality and diversity policies, cooperate with the Authority in light of the Authority's obligations to comply with its statutory equality duties whether under the Equality Act 2010 or otherwise. The Supplier shall take such reasonable and proportionate steps as the Authority considers appropriate to promote equality and diversity, including race equality, equality of opportunity for disabled people, gender equality, and equality relating to religion and belief, sexual orientation and age; and

26.1.3 the Supplier shall impose on all its Sub-contractors and suppliers, obligations substantially similar to those imposed on the Supplier by Clause 26 of this Schedule 2.

26.2 The Supplier shall meet reasonable requests by the Authority for information evidencing the Supplier's compliance with the provisions of Clause 26 of this Schedule 2.

27 Notice

27.1 Subject to Clause 22.5 of Schedule 2, any notice required to be given by either Party under this Contract shall be in writing quoting the date of the Contract and shall be delivered by hand or sent by prepaid first class recorded delivery or by email to the person referred to in the Key Provisions or such other person as one Party may inform the other Party in writing from time to time.

27.2 A notice shall be treated as having been received:

27.2.1 if delivered by hand within normal business hours when so delivered or, if delivered by hand outside normal business hours, at the next start of normal business hours; or

27.2.2 if sent by first class recorded delivery mail on a normal Business Day, at 9.00 am on the second Business Day subsequent to the day of posting,

or, if the notice was not posted on a Business Day, at 9.00 am on the third Business Day subsequent to the day of posting; or

27.2.3 if sent by email, if sent within normal business hours when so sent or, if sent outside normal business hours, at the next start of normal business hours provided the sender has either received an electronic confirmation of delivery or has telephoned the recipient to inform the recipient that the email has been sent.

28 Assignment, novation and Sub-contracting

28.1 The Supplier shall not, except where Clause 28.2 of this Schedule 2 applies, assign, Sub-contract, novate, create a trust in, or in any other way dispose of the whole or any part of this Contract without the prior consent in writing of the Authority such consent not to be unreasonably withheld or delayed. If the Supplier Sub-contracts any of its obligations under this Contract, every act or omission of the Sub-contractor shall for the purposes of this Contract be deemed to be the act or omission of the Supplier and the Supplier shall be liable to the Authority as if such act or omission had been committed or omitted by the Supplier itself.

28.2 Notwithstanding Clause 28.1 of this Schedule 2, the Supplier may assign to a third party ("**Assignee**") the right to receive payment of any sums due and owing to the Supplier under this Contract for which an invoice has been issued. Any assignment under this Clause 28.2 of this Schedule 2 shall be subject to:

28.2.1 the deduction of any sums in respect of which the Authority exercises its right of recovery under Clause 9.10 of this Schedule 2;

28.2.2 all related rights of the Authority in relation to the recovery of sums due but unpaid;

28.2.3 the Authority receiving notification of the assignment and the date upon which the assignment becomes effective together with the Assignee's contact information and bank account details to which the Authority shall make payment;

28.2.4 the provisions of Clause 9 of this Schedule 2 continuing to apply in all other respects after the assignment which shall not be amended without the prior written approval of the Authority; and

28.2.5 payment to the Assignee being full and complete satisfaction of the Authority's obligation to pay the relevant sums in accordance with this Contract.

28.3 Any authority given by the Authority for the Supplier to Sub-contract any of its obligations under this Contract shall not impose any duty on the Authority to enquire as to the competency of any authorised Sub-contractor. The Supplier shall ensure that any authorised Sub-contractor has the appropriate capability and capacity to perform the relevant obligations and that the obligations carried out by such Sub-contractor are fully in accordance with this Contract.

28.4 Where the Supplier enters into a Sub-contract in respect of any of its obligations under this Contract relating to the provision of the Services, the Supplier shall

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include provisions in each such Sub-contract, unless otherwise agreed with the Authority in writing, which:

- 28.4.1 contain at least equivalent obligations as set out in this Contract in relation to the performance of the Services to the extent relevant to such Subcontracting;
- 28.4.2 contain at least equivalent obligations as set out in this Contract in respect of confidentiality, information security, data protection, Intellectual Property Rights, compliance with Law, Guidance, and Good Industry Practice, and record keeping;
- 28.4.3 contain a prohibition on the Sub-contractor Sub-contracting, assigning or novating any of its rights or obligations under such Sub-contract without the prior written approval of the Authority (such approval not to be unreasonably withheld or delayed);
- 28.4.4 contain a right for the Authority to take an assignment or novation of the Subcontract (or part of it) upon expiry or earlier termination of this Contract;
- 28.4.5 requires the Supplier or other party receiving services under the contract to consider and verify invoices under that contract in a timely fashion;
- 28.4.6 provides that if the Supplier or other party fails to consider and verify an invoice in accordance with Clause 28.4.5 of this Schedule 2, the invoice shall be regarded as valid and undisputed for the purpose of Clause 28.4.7 of this Schedule 2 after a reasonable time has passed;
- 28.4.7 requires the Supplier or other party to pay any sum due to be paid in respect of a valid and undisputed invoice before the end of the period of thirty (30) days beginning with:
 - 28.4.7.1 the day on which the invoice is received by the Supplier in respect of the sum; or
 - 28.4.7.2 if later, the day on which the payment falls due in accordance with the invoice.
- 28.4.8 permitting the Supplier to terminate, or procure the termination of, the relevant Sub-contract in the event the Sub-contractor fails to comply in the performance of its Sub-contract with legal obligations in the fields of environmental, social or labour Law where the Supplier is required to replace such Sub-contractor in accordance with Clause 15.7.3 of this Schedule 2;
- 28.4.9 permit the Supplier to terminate, or to procure the termination of, the relevant Sub-contract where the Supplier replaces such Sub-contractor in accordance with Clause 15.9 of this Schedule 2; and
- 28.4.10 requires the Sub-contractor to include a clause to the same effect as this Clause 28.4 of this Schedule 2 in any Sub-contract which it awards.

- 28.5 The Supplier shall pay any undisputed sums which are due from it to a Sub-contractor within thirty (30) days of verifying that the invoice is valid and undisputed. Where the Authority pays the Supplier's valid and undisputed invoices earlier than thirty (30) days from verification in accordance with any applicable government prompt payment targets, the Supplier shall use its reasonable endeavours to pay its relevant Subcontractors within a comparable timeframe from verifying that an invoice is valid and undisputed.
- 28.6 The Authority shall upon written request have the right to review any Sub-contract entered into by the Supplier in respect of the provision of the Services and the Supplier shall provide a certified copy of any Sub-contract within five (5) Business Days of the date of a written request from the Authority. For the avoidance of doubt, the Supplier shall have the right to redact any confidential pricing information in relation to such copies of Sub-contracts.
- 28.7 If the Authority, as a condition of awarding this Contract, required that the Supplier subcontract the supply of certain goods, services or works to another supplier, or the Supplier indicated to the Authority that it intended to sub-contract all or part of this Contract to another supplier and relied on that other supplier to satisfy any conditions of participation which the Supplier was required to satisfy in order to be awarded the Contract:
- 28.7.1 the Authority may direct that the Supplier enter into a legally binding arrangement with the other supplier for the purpose of that supplier performing all or part of this Contract (as required or indicated); and
 - 28.7.2 if the Supplier fails to enter into a legally binding arrangement as directed by the Authority, the Authority may:
 - (i) where the Supplier indicated to the Authority that it intended to subcontract all or part of this Contract to another supplier and relied on that supplier to satisfy any conditions of participation which the Supplier was required to satisfy in order to be awarded the Contract, direct the Supplier to enter into a legally binding arrangement with another appropriate supplier; or (ii) terminate this Contract.
- 28.8 The Authority may at any time transfer, assign, novate, sub-contract or otherwise dispose of its rights and obligations under this Contract or any part of this Contract and the Supplier warrants that it will carry out all such reasonable further acts required to effect such transfer, assignment, novation, sub-contracting or disposal. If the Authority novates this Contract to any body that is not a Contracting Authority, from the effective date of such novation, the party assuming the position of the Authority shall not further transfer, assign, novate, sub-contract or otherwise dispose of its rights and obligations under this Contract or any part of this Contract without the prior written consent of the Supplier, such consent not to be unreasonably withheld or delayed by the Supplier.

29 Prohibited Acts

- 29.1 The Supplier warrants and represents that:

Classification: Official

29.1.1 it has not committed any offence under the Bribery Act 2010 or done any of the following ("**Prohibited Acts**"):

- (i) offered, given or agreed to give any officer or employee of the Authority any gift or consideration of any kind as an inducement or reward for doing or not doing or for having done or not having done any act in relation to the obtaining or performance of this or any other agreement with the Authority or for showing or not showing favour or disfavour to any person in relation to this or any other agreement with the Authority; or
- (ii) in connection with this Contract paid or agreed to pay any commission other than a payment, particulars of which (including the terms and conditions of the agreement for its payment) have been disclosed in writing to the Authority; and

29.1.2 it has in place adequate procedures to prevent bribery and corruption, as contemplated by section 7 of the Bribery Act 2010.

29.2 If the Supplier or its Staff (or anyone acting on its or their behalf) has done or does any of the Prohibited Acts or has committed or commits any offence under the Bribery Act 2010 with or without the knowledge of the Supplier in relation to this or any other agreement with the Authority:

29.2.1 the Authority shall be entitled:

- (i) to terminate this Contract and recover from the Supplier the amount of any loss resulting from the termination;
- (ii) to recover from the Supplier the amount or value of any gift, consideration or commission concerned; and
- (iii) to recover from the Supplier any other loss or expense sustained in consequence of the carrying out of the Prohibited Act or the commission of the offence under the Bribery Act 2010;

29.2.2 any termination under Clause 29.2.1 of this Schedule 2 shall be without prejudice to any right or remedy that has already accrued, or subsequently accrues, to the Authority; and

29.2.3 notwithstanding the Dispute Resolution Procedure, any Dispute relating to:

- (i) the interpretation of Clause 29 of this Schedule 2; or (ii) the amount or value of any gift, consideration or commission, shall be determined by the Authority, acting reasonably, and the decision shall be final and conclusive.

30 General

30.1 Each of the Parties is independent of the other and nothing contained in this Contract shall be construed to imply that there is any relationship between the Parties of partnership or of principal/agent or of employer/employee nor are the

Parties hereby engaging in a joint venture and accordingly neither of the Parties shall have any right or authority to act on behalf of the other nor to bind the other by agreement or otherwise, unless expressly permitted by the terms of this Contract.

- 30.2 Failure or delay by either Party to exercise an option or right conferred by this Contract shall not of itself constitute a waiver of such option or right.
- 30.3 The delay or failure by either Party to insist upon the strict performance of any provision, term or condition of this Contract or to exercise any right or remedy consequent upon such breach shall not constitute a waiver of any such breach or any subsequent breach of such provision, term or condition.
- 30.4 Any provision of this Contract which is held to be invalid or unenforceable in any jurisdiction shall be ineffective to the extent of such invalidity or unenforceability without invalidating or rendering unenforceable the remaining provisions of this Contract and
- any such invalidity or unenforceability in any jurisdiction shall not invalidate or render unenforceable such provisions in any other jurisdiction.
- 30.5 Each Party acknowledges and agrees that it has not relied on any representation, warranty or undertaking (whether written or oral) in relation to the subject matter of this Contract and therefore irrevocably and unconditionally waives any rights it may have to claim damages against the other Party for any misrepresentation or undertaking (whether made carelessly or not) or for breach of any warranty unless the representation, undertaking or warranty relied upon is set out in this Contract or unless such representation, undertaking or warranty was made fraudulently.
- 30.6 Each Party shall bear its own expenses in relation to the preparation and execution of this Contract including all costs, legal fees and other expenses so incurred.
- 30.7 The rights and remedies provided in this Contract are independent, cumulative and not exclusive of any rights or remedies provided by general law, any rights or remedies provided elsewhere under this Contract or by any other contract or document. In this Clause 30.7 of this Schedule 2, right includes any power, privilege, remedy, or proprietary or security interest.
- 30.8 Unless otherwise expressly stated in this Contract, a person who is not a party to this Contract shall have no right to enforce any terms of it which confer a benefit on such person except that a Successor and/or a Third Party may directly enforce any indemnities or other rights provided to it under this Contract. No such person shall be entitled to object to or be required to consent to any amendment to the provisions of this Contract.
- 30.9 This Contract, any variation in writing signed by an authorised representative of each Party and any document referred to (explicitly or by implication) in this Contract or any variation to this Contract, contain the entire understanding between the Supplier and the Authority relating to the Services to the exclusion of all previous agreements, confirmations and understandings and there are no

Classification: Official

promises, terms, conditions or obligations whether oral or written, express or implied other than those contained or referred to in this Contract. Nothing in this Contract seeks to exclude either Party's liability for Fraud. Any tender conditions and/or disclaimers set out in the Authority's procurement documentation leading to the award of this Contract shall form part of this Contract.

- 30.10 This Contract, and any Dispute or claim arising out of or in connection with it or its subject matter (including any non-contractual claims), shall be governed by, and construed in accordance with, the laws of England and Wales.
- 30.11 Subject to Clause 22 of this Schedule 2, the Parties irrevocably agree that the courts of England and Wales shall have non-exclusive jurisdiction to settle any Dispute or claim that arises out of or in connection with this Contract or its subject matter.
- 30.12 All written and oral communications and all written material referred to under this Contract shall be in English.

Schedule 3

Information and Data Provisions

1 Confidentiality

1.1 In respect of any Confidential Information it may receive directly or indirectly from the other Party (“**Discloser**”) and subject always to the remainder of Clause 1 of this Schedule 3, each Party (“**Recipient**”) undertakes to keep secret and strictly confidential and shall not disclose any such Confidential Information to any third party without the Discloser’s prior written consent provided that:

1.1.1 the Recipient shall not be prevented from using any general knowledge, experience or skills which were in its possession prior to the Commencement Date;

1.1.2 the provisions of Clause 1 of this Schedule 3 shall not apply to any Confidential Information:

- (i) which is in or enters the public domain other than by breach of this Contract or other act or omissions of the Recipient;
- (ii) which is obtained from a third party who is lawfully authorised to disclose such information without any obligation of confidentiality;
- (iii) which is authorised for disclosure by the prior written consent of the Discloser;
- (iv) which the Recipient can demonstrate was in its possession without any obligation of confidentiality prior to receipt of the Confidential Information from the Discloser; or
- (v) which the Recipient is required to disclose purely to the extent to comply with the requirements of any relevant stock exchange.

1.2 Nothing in Clause 1 of this Schedule 3 shall prevent the Recipient from disclosing Confidential Information where it is required to do so by judicial, administrative, governmental or regulatory process in connection with any action, suit, proceedings or claim or otherwise by applicable Law, including the Freedom of Information Act 2000 (“**FOIA**”), Codes of Practice on Access to Government Information, on the Discharge of Public Authorities’ Functions or on the Management of Records (“**Codes of Practice**”) or the Environmental Information Regulations 2004 (“**Environmental Regulations**”).

1.3 The Authority may disclose the Supplier’s Confidential Information:

1.3.1 on a confidential basis, to any Contracting Authority (the Parties agree that all Contracting Authorities receiving such Confidential Information shall be entitled to further disclose the Confidential Information to other Contracting Authorities on the basis that the information is confidential and is not to be disclosed to a third party which is not part of any Contracting Authority);

Classification: Official

- 1.3.2 on a confidential basis, to any consultant, contractor or other person engaged by the Authority and/or the Contracting Authority receiving such information;
- 1.3.3 to any relevant party for the purpose of the examination and certification of the Authority's accounts;
- 1.3.4 to any relevant party for any examination pursuant to section 6(1) of the National Audit Act 1983 of the economy, efficiency and effectiveness with which the Authority has used its resources;
- 1.3.5 to Parliament and Parliamentary Committees or if required by any Parliamentary reporting requirements; or
- 1.3.6 on a confidential basis to a proposed successor body in connection with any proposed or actual, assignment, novation or other disposal of rights, obligations, liabilities or property in connection with this Contract;

and for the purposes of this Contract, references to disclosure "on a confidential basis" shall mean the Authority making clear the confidential nature of such information and that it must not be further disclosed except in accordance with Law or this Clause 1.3 of this Schedule 3.

- 1.4 The Supplier may only disclose the Authority's Confidential Information, and any other information provided to the Supplier by the Authority in relation this Contract, to the Supplier's Staff or professional advisors who are directly involved in the performance of or advising on the Supplier's obligations under this Contract. The Supplier shall ensure that such Staff or professional advisors are aware of and shall comply with the obligations in Clause 1 of this Schedule 3 as to confidentiality and that all information, including Confidential Information, is held securely, protected against unauthorised use or loss and, at the Authority's written discretion, destroyed securely or returned to the Authority when it is no longer required. The Supplier shall not, and shall ensure that the Staff do not, use any of the Authority's Confidential Information received otherwise than for the purposes of performing the Supplier's obligations in this Contract.
- 1.5 For the avoidance of doubt, save as required by Law or as otherwise set out in this Schedule 3, the Supplier shall not, without the prior written consent of the Authority (such consent not to be unreasonably withheld or delayed), announce that it has entered into this Contract and/or that it has been appointed as a Supplier to the Authority and/or make any other announcements about this Contract.
- 1.6 Clause 1 of this Schedule 3 shall remain in force:
 - 1.6.1 without limit in time in respect of Confidential Information which comprises Personal Data or which relates to national security; and

- 1.6.2 for all other Confidential Information for a period of three (3) years after the expiry or earlier termination of this Contract unless otherwise agreed in writing by the Parties.

2 Data protection

2.1 The Parties acknowledge their respective duties under Data Protection Legislation and shall give each other all reasonable assistance as appropriate or necessary to enable each other to comply with those duties. For the avoidance of doubt, the Supplier shall take reasonable steps to ensure it is familiar with the Data Protection Legislation and any obligations it may have under such Data Protection Legislation and shall comply with such obligations.

2.2 Where the Supplier is Processing Personal Data and/or the Parties are otherwise sharing Personal Data under or in connection with this Contract, the Parties shall comply with the Data Protection Protocol in respect of such matters.

2.3 The Supplier and the Authority shall ensure that patient related Personal Data is safeguarded at all times in accordance with the Law, and this obligation will include (if transferred electronically) only transferring patient related Personal Data (a) if essential, having regard to the purpose for which the transfer is conducted; and (b) that is encrypted in accordance with any international data encryption standards for healthcare, and as otherwise required by those standards applicable to the Authority

under any Law and Guidance (this includes, data transferred over wireless or wired networks, held on laptops, CDs, memory sticks and tapes).

2.4 Where, as a requirement of this Contract, the Supplier is Processing Personal Data relating to NHS patients and/or service users and/or has access to NHS systems as part of the Services, the Supplier shall:

- 2.4.1 complete and publish an annual information governance assessment using the Data Security and Protection Toolkit;

- 2.4.2 achieve all relevant requirements in the relevant Data Security and Protection toolkit;

- 2.4.3 nominate an information governance lead able to communicate with the Supplier's board of directors or equivalent governance body, who will be responsible for information governance and from whom the Supplier's board of directors or equivalent governance body will receive regular reports on information governance matters including, but not limited to, details of all incidents of data loss and breach of confidence;

- 2.4.4 report all incidents of data loss and breach of confidence in accordance with Department of Health and Social Care and/or the NHS England and/or Health and Social Care Information Centre guidelines;

- 2.4.5 put in place and maintain policies that describe individual personal responsibilities for handling Personal Data and apply those policies vigorously;

Classification: Official

- 2.4.6 put in place and maintain a policy that supports its obligations under the NHS Care Records Guarantee (being the rules which govern information held in the NHS Care Records Service, which is the electronic patient/service user record management service providing authorised healthcare professionals access to a patient's integrated electronic care record);
 - 2.4.7 put in place and maintain agreed protocols for the lawful sharing of Personal Data with other NHS organisations and (as appropriate) with non-NHS organisations in circumstances in which sharing of that data is required under this Contract;
 - 2.4.8 where appropriate, have a system in place and a policy for the recording of any telephone calls in relation to the Services, including the retention and disposal of those recordings;
 - 2.4.9 at all times comply with any information governance requirements and/or processes as may be set out in the Specification and Tender Response Document; and
 - 2.4.10 comply with any new and/or updated requirements, Guidance and/or Policies notified to the Supplier by the Authority from time to time (acting reasonably) relating to the Processing and/or protection of Personal Data.
- 2.5 Where any Personal Data is Processed by any Sub-contractor of the Supplier in connection with this Contract, the Supplier shall procure that such Sub-contractor shall comply with the relevant obligations set out in Clause 2 of this Schedule 3, and any relevant Data Protection Protocol, as if such Sub-contractor were the Supplier.
- 2.6 The Supplier shall indemnify and keep the Authority indemnified against, any loss, damages, costs, expenses (including without limitation legal costs and expenses), claims or proceedings whatsoever or howsoever arising from the Supplier's unlawful or unauthorised Processing, destruction and/or damage to Personal Data in connection with this Contract.

3 Freedom of Information and Transparency

- 3.1 The Parties acknowledge the duties of Contracting Authorities under the FOIA, Codes of Practice and Environmental Regulations and shall give each other all reasonable assistance as appropriate or necessary to enable compliance with those duties.
- 3.2 The Supplier shall assist and cooperate with the Authority to enable it to comply with its disclosure obligations under the FOIA, Codes of Practice and Environmental Regulations. The Supplier agrees:
 - 3.2.1 that this Contract and any recorded information held by the Supplier on the Authority's behalf for the purposes of this Contract are subject to the obligations and commitments of the

- Authority under the FOIA, Codes of Practice and Environmental Regulations;
- 3.2.2 that the decision on whether any exemption to the general obligations of public access to information applies to any request for information received under the FOIA, Codes of Practice and Environmental Regulations is a decision solely for the Authority;
 - 3.2.3 that where the Supplier receives a request for information under the FOIA, Codes of Practice and Environmental Regulations and the Supplier itself is subject to the FOIA, Codes of Practice and Environmental Regulations it will liaise with the Authority as to the contents of any response before a response to a request is issued and will promptly (and in any event within two (2) Business Days) provide a copy of the request and any response to the Authority;
 - 3.2.4 that where the Supplier receives a request for information under the FOIA, Codes of Practice and Environmental Regulations and the Supplier is not itself subject to the FOIA, Codes of Practice and Environmental Regulations, it will not respond to that request (unless directed to do so by the Authority) and will promptly (and in any event within two (2) Business Days) transfer the request to the Authority;
 - 3.2.5 that the Authority, acting in accordance with the Codes of Practice issued and revised from time to time under both section 45 of FOIA, and regulation 16 of the Environmental Regulations, may disclose information concerning the Supplier and this Contract; and
 - 3.2.6 to assist the Authority in responding to a request for information, by processing information or environmental information (as the same are defined in FOIA and the Environmental Regulations) in accordance with a records management system that complies with all applicable records management recommendations and codes of conduct issued under section 46 of FOIA, and providing copies of all information requested by the Authority within five (5) Business Days of that request and without charge.
- 3.3 The Parties acknowledge that, except for any information which is exempt from disclosure in accordance with the provisions of the FOIA, Codes of Practice and Environmental Regulations, the content of this Contract is not Confidential Information.
 - 3.4 Notwithstanding any other term of this Contract, the Supplier consents to the publication of this Contract in its entirety (including variations), subject only to the redaction of information that is exempt from disclosure

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in accordance with the provisions of the FOIA, Codes of Practice and Environmental Regulations.

- 3.5 In preparing a copy of this Contract for publication under Clause 3.4 of this Schedule 3, the Authority may consult with the Supplier to inform decision making regarding any redactions but the final decision in relation to the redaction of information will be at the Authority's absolute discretion.
- 3.6 The Supplier shall assist and cooperate with the Authority to enable the Authority to publish this Contract.
- 3.7 Where any information is held by any Sub-contractor of the Supplier in connection with this Contract, the Supplier shall procure that such Sub-contractor shall comply with the relevant obligations set out in Clause 3 of this Schedule 3, as if such Sub-contractor were the Supplier.

4 Information Security

4.1 Without limitation to any other information governance requirements set out in this Schedule 3, the Supplier shall:

- 4.1.1 notify the Authority as soon as reasonably practicable, and in any event within 24 hours, after becoming aware of any information security breaches or near misses (including those of Sub-contractors and any other third party suppliers that store, have access to or handle Authority Data and including without limitation any potential or actual breaches of confidentiality, actual information security breaches, loss and/or unauthorised disclosure of information or data, denial of service or detection of ransomware) in line with the Authority's information governance Policies;
- 4.1.2 fully cooperate with the Authority, without charge, with any audits, investigations or tests (including penetration tests) and any other information security compliance and assurance activities (including online questionnaires) relating to information security and any privacy impact assessments undertaken by the Authority and shall provide full information and cooperation as may be reasonably requested by the Authority in relation to such audits, investigations or tests (including penetration tests) and any other information security compliance and assurance activities (including online questionnaires);
- 4.1.3 procure that any Sub-contractors and any other third party suppliers that store, have access to or handle Authority Data, fully cooperate with the Authority, without charge, with any audits, investigations or tests (including penetration tests) and any other information security compliance and assurance activities (including online questionnaires) relating to information security and any privacy impact assessments undertaken by the Authority and shall provide full information and cooperation as may be reasonably requested by the Authority in relation to such audits, investigations or tests (including penetration

tests) and any other information security compliance and assurance activities (including online questionnaires);

4.1.4 without prejudice to any other rights or remedies available to the Authority or obligations of the Supplier, implement or procure the implementation of, without charge, any findings from any audits, investigations or tests (including penetration tests) carried out under Clause 4.1.2. and/or Clause 4.1.3 of this Schedule 3 as may be required in writing by the Authority and shall promptly inform the Authority of such implementation; and

4.1.5 without prejudice to any other rights or remedies available to the Authority or obligations of the Supplier, without charge remedy or procure the remedy

of any vulnerabilities, in the Authority's, Supplier's, Subcontractor's or third party supplier's information and communication technology systems ("**Vulnerabilities**") as may be required in writing by the Authority and where it is not technically feasible to remedy a Vulnerability the Supplier must implement or procure the implementation of appropriate technical and organizational measures to mitigate the risk posed by the Vulnerability as may be required in writing by the Authority and shall promptly inform the Authority of any such remedial action or mitigation implementation.

4.2 NHS England has certain functions to support the security of health and adult social care systems. Where NHS England is supporting the Authority, the Supplier shall provide full information and cooperation as may be reasonably required by NHS England in support of the exercise of these functions. The Supplier hereby confirms and agrees that the Authority may at any time also appoint NHS England to receive information and provide instructions on its behalf in relation to Clause 4.1 of this Schedule 3.

4.3 Except where not required in accordance with the Specification and Tender Response Document or where notified to the Supplier by the Authority in writing, the Supplier will ensure that it puts in place and maintains an information security management plan appropriate to this Contract, the type of Services being provided and the obligations placed on the Supplier. The Supplier shall ensure that such plan is consistent with any relevant Policies, Guidance, Good Industry Practice and with any relevant quality standards as may be set out in the Key Provisions and/or the Specification and Tender Response Document.

4.4 Where required in accordance with the Specification and Tender Response Document, the Supplier shall obtain and maintain certification under the HM Government Cyber Essentials Scheme at the level set out in the Specification and Tender Response Document.

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4.5 Without prejudice to Clause 2.4 of this Schedule 3, where required in accordance with the Specification and Tender Response Document, the Supplier shall complete and publish an annual information governance assessment using the Data Security and Protection Toolkit and shall achieve all relevant requirements in the relevant Data Security and Protection Toolkit.

4.6 Where the Supplier is supplying under this Contract to the Authority any deliverable or Services that utilises digital technologies;

4.6.1 the deliverable shall meet, and continue to meet, any standards contained in the Digital Technology Assessment Criteria and shall annually supply the

Authority with a completed DTAC assessment in relation to such deliverable;

4.6.2 the Supplier must notify the Authority in writing, in advance of any supply of Services or deliverable to the Authority, if artificial intelligence technology has been used or is likely to be used for developing and/or delivering any such Service or deliverable and may be rejected in writing by the Authority without cost or charge to the Authority; and

4.6.3 without prejudice to other rights of the Authority in relation to the Authority Data and subject to the Supplier having express authority from the Authority to utilise Authority Data, Authority Data shall not be used in decision making, training, or development of artificial intelligence technology except with the express written permission of the Authority for such use.

DATA PROTECTION PROTOCOL

Table A – Processing, Personal Data and Data Subjects

The contact details of the Authority's Data Protection Officer are:

Name: Jon Moore

Title: Data Protection Officer

Address: NHS England, 7-8 Wellington Square, Leeds, LS1 4AP

E-mail: england.dpo@nhs.net

- The contact details of the Supplier's Data Protection Officer are:

Name: Claire Pilson

Title: Data Protection Officer

Email Address: dataprivacy@kpmg.co.uk

Description	Details
Identity of the Controller and Processor	The Relevant Authority is Controller, and the Supplier is Processor. To provide learning delivery services, KPMG (and the wider KPMG Consortium of suppliers) would need to capture NHS England staff information to help with providing the learning service as described in the terms and conditions. This information would be used to book events, facilitate delivery, improve learning through evaluation data and help log queries and complaints. KPMG would also be responsible for providing management information (MI) reports to NHS England to help with making operational, tactical, and strategic decisions.
Subject matter of the Processing	The processing is needed to ensure the Processor can effectively deliver the contract.
Duration of the Processing	For the duration of the C355989 contract
Nature and purposes of the Processing	The purpose of processing this information is for the delivery of learning services as defined by the terms and conditions. Data is collected through the following means:

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	- NHS England staff will self-register and enter their details on the KPMG LEAP system. - KPMG will send NHS England staff name and email addresses to the supplier to process the booking. - KPMG will collect evaluation details from NHS England staff. - Suppliers will send KPMG attendance information following a training event. - NHS England will access Management Information (MI) via the KPMG Power BI platform.
Type of Personal Data being Processed	The data stored, processed, and handled as part of this contract will ordinarily have attributes such as: Full Name, Work Email, Department, Area of Specialism, NHS Trust, Course booked, attendance detail and Course evaluation.
Sensitive Data being Processed	As instructed by the Controller, we will be collecting the following special category information: Gender, Ethnicity, Religious Beliefs, Disability and Sexual Orientation. The safeguards to protect this data is documented in the Security Management Plan.
Categories of Data Subject	NHS England staff, approx. 25,000 individuals who would access the contracted learning services.
Plan for return and destruction of the data once the Processing is complete UNLESS requirement under union or member state law to preserve that type of data	A data download to be provided upon contract end in CSV file format, with any residual data deleted to assure no ongoing data storage / use by KPMG as defined in clause 1.6.3. Data will be deleted upon instruction from the Data Controller. When data is no longer required, this is deleted from the relevant systems. Data is logically deleted when required, and where physical destruction is required, ISO27001 compliant processes are followed, using industry techniques, such as those detailed in UK HMG Standard IS5, DoD 5220.22-M ("National Industrial Security Program Operating Manual") or NIST "Guidelines for Media Sanitization").
Technical and organisational measures including technical and organisational measures to ensure the security of the data	Our security measures, both technical and organisational, are comprehensively documented in the Security Management Plan. Key certifications and practices include:

	KPMG UK hold a valid ISO27001:2013 certification (Cert.no IS645896), from a UKAS accredited firm – expiry date 11th May 2025.
	- KPMG LLP is certified in Cyber Essentials and Cyber Essentials Plus until 26 Jul 25. - Information is only collected and shared on a “need to know” basis, based on client instruction. - An annual CHECK penetration test is conducted of the learning systems - All contracts including data protection and security clauses are flowed down to subcontractors

Definitions

The definitions and interpretative provisions at Schedule 4 (Definitions and Interpretations) of the Contract shall also apply to this Protocol. For example, the following terms are defined in Schedule 4 of the Contract: “Authority”, “Data Protection Legislation”, “UK GDPR”, “Process” and “Processor” and

“Supplier” are defined in Schedule 4 of the Contract. Additionally, in this Protocol the following words shall have the following meanings unless the context requires otherwise:

“Controller”	shall have the same meaning as set out in the UK GDPR;
“Data Protection Impact Assessment”	means an assessment by the Controller of the impact of the envisaged Processing on the protection of Personal Data;
“Data Protection Officer”	shall have the same meaning as set out in the UK GDPR;
“Data Recipient”	means that Controller who receives the relevant Personal Data;
“Data Subject”	shall have the same meaning as set out in the UK GDPR;
“Data Subject Request”	means a request made by, or on behalf of, a Data Subject in accordance with rights granted pursuant to the Data Protection Legislation to access their Personal Data;
“Data Transferor”	means that Controller who transfers the relevant Personal Data;

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“Information Commissioner”	means the Information Commissioner in the UK;
“Joint Controllers”	means where two or more Controllers jointly determine the purposes and means of Processing;
“Personal Data Breach”	shall have the same meaning as set out in the UK GDPR;
“Processor”	shall have the same meaning as set out in the UK GDPR;
“Protocol” or “Data Protection Protocol”	means this Data Protection Protocol;
“Sensitive Data”	shall mean the types of data set out in Article 9(1) or 10 of the UK GDPR;
“Sub-processor”	means any third Party appointed to Process Personal Data on behalf of that Processor related to this Contract.

1. Supplier as data processor

1.1 Purpose and scope

- 1.1.1 The purpose of this Clause 0 is to ensure compliance with Article 28(3) and (4) of the UK GDPR.
- 1.1.2 This Clause 0 applies to the Processing of Personal Data as specified in Table A.
- 1.1.3 Table A is an integral part of this Clause 0.
- 1.1.4 This Clause 0 is without prejudice to obligations to which the Controller is subject by virtue of the UK GDPR.
- 1.1.5 This Clause 0 does not by itself ensure compliance with obligations related to international transfers in accordance with Chapter V of the UK GDPR.

1.2 Invariability of Clause 0

- 1.2.1 The Parties undertake not to modify Clause 0, except for adding information to Table A or updating information in it.
- 1.2.2 This does not prevent the Parties from including the standard contractual clauses laid down in this Clause 0 in a broader contract, or from adding other clauses or additional safeguards provided that they do not directly or indirectly contradict Clause 0 or detract from the fundamental rights or freedoms of Data Subjects.

1.3 Interpretation

- 1.3.1 Where this Clause 0 uses the terms defined in the UK GDPR, those terms shall have the same meaning as in the UK GDPR.
- 1.3.2 This Clause 0 shall be read and interpreted in the light of the provisions of the UK GDPR.
- 1.3.3 This Clause 0 shall not be interpreted in a way that runs counter to the rights and obligations provided for in the UK GDPR or in a way that prejudices the fundamental rights or freedoms of the Data Subjects.

1.4 Hierarchy

- 1.4.1 In the event of a contradiction between this Clause 0 and the provisions of the Contract and/or related agreements between the Parties existing at the time when this Clause 0 is agreed or entered into thereafter, this Clause 0 shall prevail.

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1.5 Description of the processing

1.5.1 The details of the Processing operations, in particular the categories of Personal Data and the purposes of Processing for which the Personal Data is Processed on behalf of the Controller, are specified in Table A.

1.6 Obligations of the Parties

1.6.1 Instructions

- (i) The Processor shall Process Personal Data only on documented instructions from the Controller, unless required to do so by Law to which the Processor is subject. In this case, the Processor shall inform the Controller of that legal requirement before Processing, unless the Law prohibits this on important grounds of public interest. Subsequent instructions may also be given by the Controller throughout the duration of the Processing of Personal Data. These instructions shall always be documented.
- (ii) The Processor shall immediately inform the Controller if, in the Processor's opinion, instructions given by the Controller infringe the UK GDPR.

1.6.2 Purpose Limitation

- (i) The Processor shall Process the Personal Data only for the specific purpose(s) of the Processing, as set out in Table A, unless it receives further instructions from the Controller.

1.6.3 Duration of the Processing of Personal Data

- (i) Processing by the Processor shall only take place for the duration specified in Table A.

1.6.4 Security of Processing

- (i) The Processor shall at least implement the technical and organisational measures specified in Table A to ensure the security of the Personal Data. This includes protecting the data against a breach of security leading to accidental or unlawful destruction, loss, alteration, unauthorised disclosure or access to the data. In assessing the appropriate level of security, the Parties shall take due account of the state of the art, the costs of implementation, the nature, scope, context and purposes of Processing and the risks involved for the Data Subjects.
- (ii) The Processor shall grant access to the Personal Data undergoing Processing to members of its personnel only to the extent strictly necessary for implementing, managing and monitoring of the Contract.

The Processor shall ensure that persons authorised to Process the Personal Data received have committed themselves to confidentiality or are under an appropriate statutory obligation of confidentiality.

1.6.5 Sensitive Data

- (i) If the Processing involves Sensitive Data as set out in Table A, or data relating to criminal convictions and offences, the Processor shall apply specific restrictions and/or additional safeguards as agreed between the Parties in Table A.

1.6.6 Documentation and compliance

- (i) The Parties shall be able to demonstrate compliance with this Clause 0.
- (ii) The Processor shall deal promptly and adequately with inquiries from the Controller about the Processing of data in accordance with this Clause 0.
- (iii) The Processor shall make available to the Controller all information necessary to demonstrate compliance with the obligations that are set out in this Clause 0 and stem directly from the UK GDPR. At the Controller's request, the Processor shall also permit and contribute to audits of the Processing activities covered by this Clause 0, at reasonable intervals or if there are indications of non-compliance. In deciding on a review or an audit, the Controller may take into account relevant certifications held by the Processor.
- (iv) The Controller may choose to conduct the audit by itself or mandate an independent auditor. Audits may also include inspections at the premises or physical facilities of the Processor and shall, where appropriate, be carried out with reasonable notice.
- (v) The Parties shall make the information referred to in this Clause 0, including the results of any audits, available to the Information Commissioner on request.

1.6.7 Use of Sub-processors

- (i) The Processor shall not subcontract any of its Processing operations performed on behalf of the Controller in accordance with this Clause 0 to a Sub-processor, without the Controller's prior specific written authorisation. The Processor shall submit the request for specific authorisation at least fourteen (14) days prior to the engagement of the Sub-processor in question, together with the information necessary to enable the Controller to decide on the authorisation.

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- (ii) Where the Processor engages a Sub-processor for carrying out specific Processing activities (on behalf of the Controller), it shall do so by way of a contract which imposes on the Sub-processor, in substance, the same data protection obligations as the ones imposed on the Processor in accordance with this Clause 0. The Processor shall ensure that the Sub-processor complies with the obligations to

which the Processor is subject pursuant to this Clause 0 and to the UK GDPR.

- (iii) At the Controller's request, the Processor shall provide a copy of such a Sub-processor agreement and any subsequent amendments to the Controller. To the extent necessary to protect business secret or other confidential information, including Personal Data, the Processor may redact the text of the agreement prior to sharing the copy.
- (iv) The Processor shall remain fully responsible to the Controller for the performance of the Sub-processor's obligations in accordance with its contract with the Processor. The Processor shall notify the Controller of any failure by the Sub-processor to fulfil its contractual obligations.
- (v) The Processor shall agree a third party beneficiary clause with the Sub-processor whereby - in the event the Processor has factually disappeared, ceased to exist in law or has become insolvent - the Controller shall have the right to terminate the Sub-processor contract and to instruct the Sub-processor to erase or return the Personal Data.

1.6.8 International Transfers

- (i) Any transfer of data to a third country or an international organisation by the Processor shall be done only on the basis of documented instructions from the Controller or in order to fulfil a specific requirement under Law to which the Processor is subject and shall take place on the basis of an adequacy regulation (in accordance with Article 45 of the UK GDPR) or standard data protection clauses (in accordance with Article 46 of the UK GDPR). All transfers shall comply with Chapter V of the UK GDPR and any other applicable Data Protection Legislation.
- (ii) The Controller agrees that where the Processor engages a Sub-processor in accordance with Clause 1.6.7. for carrying out specific Processing activities (on behalf of the Controller) and those Processing activities involve a transfer of Personal Data within the meaning of Chapter V of GDPR, the Processor and the Sub-processor can ensure compliance with Chapter V of the UK GDPR by using standard contractual clauses adopted by the Information Commissioner in accordance with Article 46(2) of the UK GDPR, provided the conditions for the use of those standard contractual clauses are met.

1.7 Assistance to the Controller

1.7.1 The Processor shall promptly notify the Controller if it receives a Data Subject Request. It shall not respond to the request itself, unless authorised to do so by the Controller.

1.7.2 The Processor shall assist the Controller in fulfilling its obligations to respond to Data Subject Requests to exercise their rights, taking into account the nature of the Processing. In fulfilling its obligations in accordance with Clauses 1.7.1 and 1.7.3., the Processor shall comply with the Controller's instructions.

1.7.3 In addition to the Processor's obligation to assist the Controller pursuant to Clause 1.7.2, the Processor shall furthermore assist the Controller in ensuring compliance with the following obligations, taking into account the nature of the data Processing and the information available to the Processor:

- (i) the obligation to carry out a Data Protection Impact Assessment where a type of Processing is likely to result in a high risk to the rights and freedoms of natural persons;
- (ii) the obligation to consult the Information Commissioner prior to Processing where a Data Protection Impact Assessment indicates that the Processing would result in a high risk in the absence of measures taken by the Controller to mitigate the risk;
- (iii) the obligation to ensure that Personal Data is accurate and up to date, by informing the Controller without delay if the Processor becomes aware that the Personal Data it is Processing is inaccurate or has become outdated; and
- (iv) the obligations in Article 32 of the UK GDPR.

1.7.4 The Parties shall set out in Table A the appropriate technical and organisational measures by which the Processor is required to assist the Controller in the application of this Clause 1.7 as well as the scope and the extent of the assistance required.

1.8 Notification of Personal Data Breach

1.8.1 In the event of a Personal Data Breach, the Processor shall co-operate with and assist the Controller to comply with its obligations under Articles 33 and 34 of the UK GDPR, where applicable, taking into account the nature of Processing and the information available to the Processor.

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1.8.2 Personal Data Breach concerning data Processed by the Controller

- (i) In the event of a Personal Data Breach concerning data Processed by the Controller, the Processor shall assist the Controller:
 - (A) in notifying the Personal Data Breach to the Information Commissioner, without undue delay after the Controller has become aware of it, where relevant (unless the Personal Data Breach is unlikely to result in a risk to the rights and freedoms of natural persons);
 - (B) in obtaining the following information which, pursuant to Article 33(3) of the UK GDPR, shall be stated in the Controller's notification, and must at least include:
 - 1) the nature of the Personal Data including where possible, the categories and approximate number of Data Subjects concerned and the categories and approximate number of Personal Data records concerned;
 - 2) the likely consequences of the Personal Data Breach; and
 - 3) the measures taken or proposed to be taken by the Controller to address the Personal Data Breach, including, where appropriate, measures to mitigate its possible adverse effects.

Where, and insofar as, it is not possible to provide all this information at the same time, the initial notification shall contain the information then available and further information shall, as it becomes available, subsequently be provided without undue delay.

- (C) in complying, pursuant to Article 34 of the UK GDPR, with the obligation to communicate without undue delay the Personal Data Breach to the Data Subject, when the Personal Data Breach is likely to result in a high risk to the rights and freedoms of natural persons.

1.8.3 Personal Data Breach concerning data Processed by the Processor

- (i) In the event of a Personal Data Breach concerning data Processed by the Processor, the Processor shall notify the Controller without undue delay after the Processor having become aware of the breach. Such notification shall contain, at least:
 - (A) a description of the nature of the breach (including, where possible, the categories and approximate number of Data Subjects and data records concerned);

- (B) the details of a contact point where more information concerning the Personal Data Breach can be obtained; and
- (C) its likely consequences and the measures taken or proposed to be taken to address the breach, including to mitigate its possible adverse effects.

Where, and insofar as, it is not possible to provide all this information at the same time, the initial notification shall contain the information then available and further information shall, as it becomes available, subsequently be provided without undue delay.

- (ii) The Parties shall set out in Table A all other elements to be provided by the Processor when assisting the Controller in the compliance with the Controller's obligations under Articles 33 and 34 of the UK GDPR.

1.9 Non-compliance with Clause 0 and termination

1.9.1 Without prejudice to any provisions of the UK GDPR, in the event that the Processor is in breach of its obligations under this Clause 0, the Controller may instruct the Processor to suspend the Processing of Personal Data until the latter complies with this Clause 0 or the Contract is terminated. The Processor shall promptly inform the Controller in case it is unable to comply with this Clause 0 for whatever reason.

1.9.2 The Controller shall be entitled to terminate the Contract insofar as it concerns Processing of Personal Data in accordance with this Clause 0 if:

- (i) the Processing of Personal Data by the Processor has been suspended by the Controller pursuant to Clause 1.9.1 and if compliance with this Clause 0 is not restored within a reasonable time and in any event within one month following suspension;
- (ii) the Processor is in substantial or persistent breach of this Clause 0 or its obligations under the UK GDPR;
- (iii) the Processor fails to comply with a binding decision of a competent court or the Information Commissioner regarding its obligations pursuant to this Clause 0 or to the UK GDPR.

1.9.3 The Processor shall be entitled to terminate the Contract insofar as it concerns Processing of Personal Data under this Clause 0 where, after having informed the Controller that its instructions infringe applicable legal requirements in accordance with Clause 1.6.1(ii), the Controller insists on compliance with the instructions (provided that the Processor has clearly demonstrated the infringement by the provision of a legal opinion provided by a solicitor or barrister that both Parties can rely upon).

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1.9.4 Following termination of the Contract, the Processor shall, at the choice of the Controller, delete all Personal Data Processed on behalf of the Controller and certify to the Controller that it has done so, or, return all the Personal Data to the Controller and delete existing copies unless the Law requires storage of the Personal Data. Until the data is deleted or returned, the Processor shall continue to ensure compliance with this Clause 0.

2. Parties as joint controllers

2.1 Where in Table A the Parties acknowledge that, for the purposes of the Data Protection Legislation, the Authority and the Supplier are Joint Controllers, this Clause 0 shall apply. The only Processing that a Joint Controller is authorised to do is listed in Table A of this Protocol by the Authority and may not be determined by the Supplier.

2.2 The Parties shall, in accordance with Article 26 of the UK GDPR, enter into a Joint Controller agreement based on the terms outlined in Annex 1.

3. Both data controllers

3.1 To the extent that the nature of the Supplier's obligations under the Contract means that the Parties are acting both as Controllers (as may be referred to in Table A), each Party undertakes to comply at all times with its obligations under the Data Protection Legislation and shall:

3.1.1 implement such measures and perform its obligations (as applicable) in compliance with the Data Protection Legislation; and

3.1.2 be responsible for determining its data security obligations taking into account the state of the art, the costs of implementation and the nature, scope, context and purposes of the Processing as well as the risk of varying likelihood and severity for the rights and freedoms of the Data Subjects, and shall implement appropriate technical and organisational measures to protect the Personal Data against unauthorised or unlawful Processing and accidental destruction or loss and ensure the protection of the rights of the Data Subject, in such a manner that Processing will meet the requirements of the Data Protection Legislation where Personal Data has been transmitted by it, or while the Personal Data is in its possession or control.

3.2 Where Personal Data is shared between the Parties, each acting as Controller:

3.2.1 the Data Transferor warrants and undertakes to the Data Recipient that such Personal Data has been collected, Processed and transferred in accordance with the Data Protection Legislation and this Clause 0;

3.2.2 the Data Recipient will Process the Personal Data in accordance with the Data Protection Legislation and this Clause 0; and

3.2.3 where the Data Recipient is in breach of its obligations under this Protocol and the Data Protection Legislation, the Data Transferor may suspend the transfer of the Personal Data to the Data Recipient either on a temporary or permanent basis, depending on the nature of the breach.

4. Changes to this protocol

4.1 Any change or other variation to this Protocol shall only be binding once it has been agreed in writing and signed by an authorised representative of both Parties.

Classification: Official

Schedule 4**Definitions and Interpretations****1 Definitions**

1.1 In this Contract the following words shall have the following meanings unless the context requires otherwise:

“Actual Services Commencement Date”	means the date the Supplier actually commences delivery of the Services;
“Actuary”	means a Fellow of the Institute and Faculty of Actuaries;
“Anti-Slavery Policy”	has the meaning given under Clause 19.2.2 of Schedule 2;
“Associated Person”	means a supplier that the Supplier relied on in order to satisfy any conditions of participation which the Supplier was required to satisfy in order to be awarded the Contract, other than a supplier who will enter into a legally binding arrangement to guarantee the performance of all or part of the Contract by the Supplier.
“Authority”	means the authority named on the form of Contract on the first page;
“Authority Data”	means (a) the data, text, drawings, diagrams, images or sounds (together with any database made up of any of these) which are embodied in any electronic, magnetic, optical or tangible media, including any of the Authority's Confidential Information, and which: (i) are supplied to the Supplier by or on behalf of the Authority; and/or (ii) the Supplier is required to generate, process, store or transmit pursuant to this Contract; or (b) any Personal Data for which the Authority is Controller;
“Authority's Actuary”	means the Government Actuaries Department;
“Authority's Obligations”	means the Authority's further obligations, if any, referred to in the Key Provisions;

“Breach Notice”	means a written notice of breach given by one Party to the other, notifying the Party receiving the notice of its breach of this Contract;
“Broadly Comparable”	means certified by an Actuary as satisfying the condition that there are no identifiable Eligible Employees who would overall suffer material detriment in terms of their future accrual of

	Pension Benefits under the scheme compared with the NHS Pension Scheme assessed in accordance with Annex A of Fair Deal for Staff Pensions;
“Business Continuity Event”	means any event or issue that could impact on the operations of the Supplier and its ability to provide the Services including a pandemic and any Force Majeure Event;
“Business Continuity Plan”	means the Supplier’s business continuity plan which includes its plans for continuity of the Services during a Business Continuity Event;
“Business Day”	means any day other than Saturday, Sunday, Christmas Day, Good Friday or a statutory bank holiday in England and Wales;
“Cabinet Office Statement”	the Cabinet Office Statement of Practice – Staff Transfers in the Public Sector 2000 (as revised 2013) as may be amended or replaced;
“Change Control Process”	means the change control process, if any, referred to in the Key Provisions;
“Change in Law”	means any change in Law which impacts on the provision of the Services which comes into force after the Commencement Date;
“Codes of Practice”	shall have the meaning given to the term in Clause 1.2 of Schedule 3;
“Commencement Date”	means the date of this Contract;
“Commercial Schedule”	means the document set out at 0;

Classification: Official

“Comparable Supply”	means the supply of services to another customer of the Supplier that are the same or similar to any of the Services;
“Confidential Information”	means information, data and material of any nature, which either Party may receive or obtain in connection with the conclusion and/or operation of the Contract including any procurement process which is: (a) Personal Data including without limitation which relates to any patient or other service user or his or her treatment or clinical or care history;
	(b) designated as confidential by either party or that ought reasonably to be considered as confidential (however it is conveyed or on whatever media it is stored); and/or (c) Policies and such other documents which the Supplier may obtain or have access to through the Authority’s intranet;
“Connected Person”	means any of the following: (a) a person with “significant control” over the Supplier (within the meaning given by section 790C(2) of the Companies Act 2006 (“CA 2006”)); (b) a director or shadow director of the Supplier; (c) a parent undertaking or a subsidiary undertaking of the Supplier; (d) a predecessor company of the Supplier; (e) any other person who it can reasonably be considered stands in an equivalent position in relation to the Supplier as a person within paragraphs (a) to (d) above; (f) any person with the right to exercise, or who actually exercises, significant influence or control over the Supplier; (g) any person over which the Supplier has the right to exercise, or actually exercises, significant influence or control.
“Contract”	means the form of contract at the front of this document and all schedules attached to the form of contract;
“Contracting Authority”	means any contracting authority as defined in section 2 of the Procurement Act 2023, other than the Authority;

“Contract Manager”	means for the Authority and for the Supplier the individuals specified in the Key Provisions; or such other person notified by a Party to the other Party from time to time in accordance with Clause 8.1 of Schedule 2;
“Contract Price”	means the price exclusive of VAT that is payable to the Supplier by the Authority under the Contract for the full and proper performance by the Supplier of its obligations under the Contract;
“Controller”	shall have the same meaning as set out in the UK GDPR;
“Convictions”	means, other than in relation to minor road traffic offences, any previous or pending prosecutions, convictions, cautions and binding-over orders (including any spent convictions as contemplated by section 1(1) of the Rehabilitation of

	Offenders Act 1974 or any replacement or amendment to that Act);
“Cost Increase”	shall have the meaning given to the term in Clause 1.3.2 of Part D of 0;
“Cost Saving”	shall have the meaning given to the term in Clause 1.3.4 of Part D of 0;
“Data Protection Legislation”	means the Data Protection Act 2018 and the UK GDPR and any other applicable laws of England and Wales relating to the protection of Personal Data and the privacy of individuals (all as amended, updated, replaced or re-enacted from time to time);
“Data Protection Protocol”	means any document of that name as provided to the Supplier by the Authority (as amended from time to time in accordance with its terms), which shall include, without limitation, any such document appended to Schedule 3 (Information and Data Provisions) of this Contract;
“Data Security and Protection Toolkit”	means the Data Security and Protection Toolkit online self assessment tool and as may be amended from time to time or superseded;
“Digital Technology Assessment Criteria (DTAC)”	means the Digital Technology Assessment Criteria for Health and Social Care assessment tool and as may be amended from time to time or superseded;

Classification: Official

“Direction Letter”	means an NHS Pensions Direction letter issued by the Secretary of State in exercise of the powers conferred by section 7 of the Superannuation (Miscellaneous Provisions) Act 1967 and issued to the Supplier or a Sub-contractor of the Supplier (as appropriate) relating to the terms of participation of the Supplier or Sub-contractor in the NHS Pension Scheme in respect of the Eligible Employees;
“Dispute(s)”	means any dispute, difference or question of interpretation or construction arising out of or in connection with this Contract, including any dispute, difference or question of interpretation relating to the Services, any matters of contractual construction and interpretation relating to the Contract, or any matter where this Contract directs the Parties to resolve an issue by reference to the Dispute Resolution Procedure;
“Dispute Notice”	means a written notice served by one Party to the other stating that the Party serving the notice believes there is a Dispute;

“Dispute Resolution Procedure”	means the process for resolving Disputes as set out in Clause 22 of Schedule 2 or, where Clause 25 of Schedule 1 of the Contract applies, the process for resolving Disputes as set out in Schedule 5. For the avoidance of doubt, the Dispute Resolution Procedure is subject to Clause 29.2.3 of Schedule 2;
“DOTAS”	means the Disclosure of Tax Avoidance Schemes rules which require a promoter of tax schemes to tell HM Revenue and Customs of any specified notifiable arrangements or proposals and to provide prescribed information on those arrangements or proposals within set time limits as contained in Part 7 of the Finance Act 2004 and in secondary legislation made under vires contained in Part 7 of the Finance Act 2004 and as extended to National Insurance Contributions by the National Insurance Contributions (Application of Part 7 of the Finance Act 2004) Regulations 2012, SI 2012/1868 made under s.132A Social Security Administration Act 1992;

“Electronic Trading System(s)”	means such electronic data interchange system and/or world wide web application and/or other application with such message standards and protocols as the Authority may specify from time to time;
“Eligible Employees”	means each of the Transferred Staff who immediately before the Employee Transfer Date was a member of, or was entitled to become a member of, or but for their compulsory transfer of employment would have been entitled to become a member of, either the NHS Pension Scheme or a Broadly Comparable scheme as a result of their employment or former employment with an NHS Body (or other employer which participates automatically in the NHS Pension Scheme) and being continuously engaged for more than 50% of their employed time with the Authority (in the case of Transferring Employees) or a Third Party (in the case of Third Party Employees) in the delivery of services the same as or similar to the Services. For the avoidance of doubt a member of Staff who is or is entitled to become a member of the NHS Pension Scheme as a result of being engaged in the Services and being covered by an “open” Direction Letter or other NHS Pension Scheme “access” facility but who has never been employed directly by an NHS Body (or other body which participates automatically in the NHS Pension Scheme) is not an Eligible Employee entitled to Fair Deal for Staff Pensions protection under Part D of 0;
“Employee Transfer Date”	means the Transferred Staff’s first day of employment with the Supplier (or its Sub-contractor);
“Employment Liabilities”	means all claims, demands, actions, proceedings, damages, compensation, tribunal awards, fines, costs (including but not limited to reasonable legal costs), expenses and all other liabilities whatsoever;
“Environmental Regulations”	shall have the meaning given to the term in Clause 1.2 of Schedule 3;

Classification: Official

“eProcurement Guidance”	means any reference to or requirement regarding using technology to facilitate purchasing, payment, and management information collection, within the Regulations and guidance that may be issued from time to time by HM Government or relevant department, including but not limited to the Cabinet Office, the Department of Health and Social Care, and NHS England;
“Equality Legislation”	means any and all legislation, applicable guidance and statutory codes of practice relating to equality, diversity, non-discrimination and human rights as may be in force in England and Wales from time to time including, but not limited to, the Equality Act 2010, the Part-time Workers (Prevention of Less Favourable Treatment) Regulations 2000 and the Fixed-term Employees (Prevention of Less Favourable Treatment) Regulations 2002 (SI 2002/2034) and the Human Rights Act 1998;
“EU References”	shall have the meaning given to the term in Clause 1.17 of this Schedule 4;
“Evergreen Sustainable Supplier Assessment”	means the online tool, available on Atamis or such other online tool as may replace Atamis from time to time, which enables suppliers to engage with NHS organisations on the supplier’s sustainability journey and understand how to align with the NHS net zero and sustainability ambitions, including those set out in the NHS Net Zero Supplier Roadmap;
“Exclusion Ground”	means any of the: (a) mandatory exclusion grounds as set out in Schedule 6 of the Procurement Act 2023; and (b) discretionary exclusion grounds as set out in Schedule 7 of the Procurement Act 2023.
“Exit Day”	shall have the meaning in the European Union (Withdrawal) Act 2018;
“Exit Requirements”	means the Authority’s exit requirements, as set out in the Specification and Tender Response Document and/or otherwise as part of this Contract, which the Supplier must

	comply with during the Term and/or in relation to any expiry or early termination of this Contract;
“Fair Deal for Staff Pensions”	means guidance issued by HM Treasury entitled “Fair Deal for staff pensions: staff transfer from central government” issued in October 2013 (as amended, supplemented or replaced);
“FOIA”	shall have the meaning given to the term in Clause 1.2 of Schedule 3;

Classification: Official

“Force Majeure Event”	means any event beyond the reasonable control of the Party in question to include, without limitation: (a) war including civil war (whether declared or undeclared), riot, civil commotion or armed conflict materially affecting either Party’s ability to perform its obligations under this Contract; (b) acts of terrorism; (c) flood, storm or other natural disasters; (d) fire; (e) unavailability of public utilities and/or access to transport networks to the extent no diligent supplier could reasonably have planned for such unavailability as part of its business continuity planning; (f) government requisition or impoundment to the extent such requisition or impoundment does not result from any failure by the Supplier to comply with any relevant regulations, laws or procedures (including such laws or regulations relating to the payment of any duties or taxes) and subject to the Supplier having used all reasonable legal means to resist such requisition or impoundment; (g) compliance with any local law or governmental order, rule, regulation or direction applicable outside of England and Wales that could not have been reasonably foreseen; (h) industrial action which affects the ability of the Supplier to provide the Services, but which is not confined to the workforce of the Supplier or the workforce of any Subcontractor of the Supplier; and (i) a failure in the Supplier’s and/or Authority’s supply chain to the extent that such failure is due to any event suffered by a member of such supply chain, which would also qualify as a Force Majeure Event in accordance with this definition had it been suffered by one of the Parties,
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	but excluding, for the avoidance of doubt, any event or other consequence arising as a result of or in connection with the withdrawal of the United Kingdom from the European Union;
“Fraud”	means any offence under any law in respect of fraud in relation to this Contract or defrauding or attempting to defraud or conspiring to defraud the government, parliament or any Contracting Authority;
“General Anti-Abuse Rule”	means (a) the legislation in Part 5 of the Finance Act 2013; and (b) any future legislation introduced into parliament to counteract tax advantages arising from abusive arrangements to avoid national insurance contributions;
“General Change in Law”	means a Change in Law where the change is of a general legislative nature (including taxation or duties of any sort affecting the Supplier) or which affects or relates to a Comparable Supply;
“Good Industry Practice”	means the exercise of that degree of skill, diligence, prudence, risk management, quality management and foresight which would reasonably and ordinarily be expected from a skilled and experienced service provider engaged in the provision of services similar to the Services under the same or similar circumstances as those applicable to this Contract, including in accordance with any codes of practice published by relevant trade associations;
“Guidance”	means any applicable guidance, supplier code of conduct, direction or determination and any policies, advice or industry alerts which apply to the Services, to the extent that the same are published and publicly available or the existence or contents of them have been notified to the Supplier by the Authority and/or have been published and/or notified to the Supplier by the Department of Health and Social Care, NHS England and NHS Improvement, the Medicines and Healthcare products Regulatory Agency, the European Medicines Agency, the European Commission, the Care Quality Commission, the National Institute for Health and Care

Classification: Official

	Excellence and/or any other regulator or competent body;
"HM Government Cyber Essentials Scheme"	means the HM Government Cyber Essentials Scheme as further defined in the documents relating to this scheme published at: https://www.gov.uk/government/publications/cyber-essentialsscheme-overview ;
"Implementation Plan"	means the implementation plan, if any, referred to in the Key Provisions;
"Implementation Requirements"	means the Authority's implementation and mobilisation requirements (if any), as may be set out in the Specification and Tender Response Document and/or otherwise as part of this Contract, which the Supplier must comply with as part of implementing the Services;
"Intellectual Property Rights"	means all patents, copyright, design rights, registered designs, trade marks, know-how, database rights, confidential formulae and any other intellectual property rights and the rights to apply for patents and trade marks and registered designs;
"Interested Party"	means any organisation which has a legitimate interest in providing services of the same or similar nature to the Services in immediate or proximate succession to the Supplier or any Sub-contractor and who had confirmed such interest in writing to the Authority;
"Key Provisions"	means the key provisions set out in Schedule 1;
"KPI"	means the key performance indicators as set out in Schedule 5;

“Law”	means any applicable legal requirements including, without limitation: (a) any applicable statute or proclamation, delegated or subordinate legislation, bye-law, order, regulation or instrument as applicable in England and Wales; (b) any enforceable right, power, liability, obligation, restriction, remedy and/or procedure within the meaning of the European Union (Withdrawal) Act 2018 as amended by the European Union (Withdrawal Agreement) Act 2020; (c) any applicable judgment of a relevant court of law which is a binding precedent in England and Wales; (d) requirements set by any regulatory body as applicable in England and Wales; (e) any relevant code of practice as applicable in England and Wales; and (f) any relevant collective agreement and/or international law provisions (to include, without limitation, as referred to in (a) to (e) above);
“Long Stop Date”	means the date, if any, specified in the Key Provisions;

“Losses”	all damage, loss, liabilities, claims, actions, costs, expenses (including the cost of legal and/or professional services) proceedings, demands and charges whether arising under statute, contract or at common law;
“Net Zero and Social Value Commitments”	means the Supplier’s net zero and social value commitments, each as set out in the Key Provisions and/or the Specification and Tender Response Document;
“Social Value Contract Commitments”	shall have the meaning given in Clause 8.5 of Schedule 1;
“Measures”	means any measures proposed by the Supplier or any Subcontractor within the meaning of regulation 13(2)(d) of TUPE;
“NHS”	means the National Health Service;

Classification: Official

“NHS Body”	has the meaning given to it in section 275 of the National Health Service Act 2006 as amended by section 138(2)(c) of Schedule 4 to the Health and Social Care Act 2012;
“NHS England”	means the body corporate known as NHS England, established under section 1H (1) of the National Health Service Act 2006 and whose head office is at Wellington House, 133-155 Waterloo Road, London SE1 8UG;
“NHS Net Zero Supplier Roadmap”	means the NHS Net Zero Supplier Roadmap set out at the following web address: https://www.england.nhs.uk/greenernhs/getinvolved/suppliers/ and as amended from time to time;
“NHS Pensions”	means NHS Pensions (being a division of the NHS Business Services Authority) acting on behalf of the Secretary of State as the administrators of the NHS Pension Scheme or such other body as may from time to time be responsible for relevant administrative functions of the NHS Pension Scheme, including the Pensions Division of the NHS Business Services Authority;
“NHS Pension Scheme”	means the National Health Service Pension Scheme for England and Wales, established pursuant to the Superannuation Act 1972 and governed by subsequent regulations under that Act including the NHS Pension Scheme Regulations;
“NHS Pension Scheme Arrears”	means any failure on the part of the Supplier or any Subcontractor to pay employer’s contributions or deduct and pay across employee’s contributions to the NHS Pension Scheme or meet any other financial obligations under the NHS Pension Scheme or any Direction Letter in respect of the Eligible Employees;
"NHS Pension Scheme Regulations"	means, as appropriate, any or all of the National Health Service Pension Scheme Regulations 1995 (SI 1995/300), the National Health Service Pension Scheme Regulations 2008 (SI 2008/653) and any subsequent regulations made

	in respect of the NHS Pension Scheme, each as amended from time to time;
“Party”	means the Authority or the Supplier as appropriate and Parties means both the Authority and the Supplier;
“Payment Date”	means twenty (20) Business Days after the last of the conditions in Clause 1.7 of Part D of 0 has been satisfied;
“Pension Benefits”	any benefits (including but not limited to pensions related allowances and lump sums) relating to old age, invalidity or survivor’s benefits provided under an occupational pension scheme;
“Personal Data”	shall have the same meaning as set out in the UK GDPR;
“Policies”	means the policies, rules and procedures of the Authority as notified to the Supplier from time to time;
“Premature Retirement Rights”	rights to which any Transferred Staff (had they remained in the employment of an NHS Body or other employer which participates automatically in the NHS Pension Scheme) would have been or is entitled under the NHS Pension Scheme Regulations, the NHS Compensation for Premature Retirement Regulations 2002 (SI 2002/1311), the NHS (Injury Benefits) Regulations 1995 (SI 1995/866) and section 45 of the General Whitley Council conditions of service, or any other legislative or contractual provision which replaces, amends, extends or consolidates the same from time to time;
“Premises and Locations”	has the meaning given under Clause 2.1 of Schedule 2;
“Process”	shall have the same meaning as set out in the UK GDPR. Processing and Processed shall be construed accordingly;

Classification: Official

“Purchase Order”	means the purchase order required by the Authority’s financial systems, if a purchase order is referred to in the Key Provisions;
“Relevant Tax Authority”	means HM Revenue and Customs, or, if applicable, a tax authority in the jurisdiction in which the Supplier is established;
“Remedial Proposal”	has the meaning given under Clause 15.3 of Schedule 2;
“Services”	means the services set out in this Contract (including, without limitation, Schedule 5 which sets out the requirements of the Authority as issued to tenderers as part of the procurement process and the Supplier’s response to these requirements);
“Services Commencement Date”	means the date delivery of the Services shall commence as specified in the Key Provisions. If no date is specified in the Key Provisions this date shall be the Commencement Date;
“Services Information”	means information concerning the Services as may be reasonably requested by the Authority and supplied by the Supplier to the Authority in accordance with Clause 20.1 of Schedule 2 for inclusion in the Authority’s services catalogue from time to time;
“Slavery Act”	has the meaning given in Clause 19.2.1 of Schedule 2;
“Specification and Tender Response Document”	means the document set out in Schedule 5 as amended and/or updated in accordance with this Contract;
“Specific Change in Law”	means a Change in Law that relates specifically to the business of the Authority and which would not affect a Comparable Supply;
“Staff”	means all persons employed or engaged by the Supplier to perform its obligations under this Contract including any Subcontractors and person employed or engaged by such Subcontractors;
“Step In Rights”	means the step in rights, if any, referred to in the Key Provisions;

“Sub-contract”	means a contract between two or more suppliers, at any stage of remoteness from the Supplier in a sub-contracting chain, made wholly or substantially for the purpose of performing (or contributing to the performance of) the whole or any part of this Contract;
Sub-contractor	means a party to a Sub-contract other than the Supplier;

“Subsequent Transfer Date”	means the point in time, if any, at which services which are fundamentally the same as the Services (either in whole or in part) are first provided by a Successor or the Authority, as appropriate, giving rise to a relevant transfer under TUPE;
“Subsequent Transferring Employees”	means any employee, agent, consultant and/or contractor who, immediately prior to the Subsequent Transfer Date, is wholly or mainly engaged in the performance of services fundamentally the same as the Services (either in whole or in part) which are to be undertaken by the Successor or Authority, as appropriate;
“Successor”	means any third party who provides services fundamentally the same as the Services (either in whole or in part) in immediate or subsequent succession to the Supplier upon the expiry or earlier termination of this Contract;
“Supplier”	means the supplier named on the form of Contract on the first page;
“Supplier Code of Conduct”	means the code of that name published by the Government Commercial Function originally dated September 2017, as may be amended, restated, updated, re-issued or re-named from time to time;
“Supplier Net Zero Contract Champion”	shall have the meaning given to the term in Clause 8.4 of Schedule 1;
“Supplier Personnel”	means any employee, agent, consultant and/or contractor of the Supplier or Sub-contractor who is either partially or fully engaged in the performance of the Services;

Classification: Official

“Supplier Social Value Contract Champion”	shall have the meaning given to the term in Clause 8.7 of Schedule 1;
“Term”	means the term as set out in the Key Provisions;
“Termination Notice”	means a written notice of termination given by one Party to the other notifying the Party receiving the notice of the intention of the Party giving the notice to terminate this Contract on a specified date and setting out the grounds for termination;
“Third Party”	means any supplier of services fundamentally the same as the Services (either in whole or in part) immediately before the Transfer Date;
“Third Party Body”	has the meaning given under Clause 8.5 of Schedule 2;

“Third Party Employees”	means all those employees, if any, assigned by a Third Party to the provision of a service that is fundamentally the same as the Services immediately before the Transfer Date;
“Transfer Amount”	an amount paid in accordance with Clause 1.7 of Part D of 0 and calculated in accordance with the assumptions, principles and timing adjustment referred to in Clause 1.6 of Part D of 0 in relation to those Eligible Employees who have accrued defined benefit rights in the NHS Pension Scheme or a Third Party’s Broadly Comparable scheme and elected to transfer them to the Supplier’s Broadly Comparable scheme or the NHS Pension Scheme under the Transfer Option;
“Transfer Date”	means the Actual Services Commencement Date;

“Transfer Option”	an option given to each Eligible Employee with either: (a) accrued rights in the NHS Pension Scheme; or (b) accrued rights in a Broadly Comparable scheme, as at the Employee Transfer Date, to transfer those rights to the Supplier’s (or its Sub-contractor’s) Broadly Comparable scheme or back into the NHS Pension Scheme (as appropriate), to be exercised by the Transfer Option Deadline, to secure year-for-year day-for-day service credits in the relevant scheme (or actuarial equivalent, where there are benefit differences between the two schemes);
“Transfer Option Deadline”	the first Business Day to fall at least three (3) months after the notice detailing the Transfer Option has been sent to each Eligible Employee;
“Transferred Staff”	means those employees (including Transferring Employees and any Third Party Employees) whose employment compulsorily transfers to the Supplier or to a Sub-contractor by operation of TUPE, the Cabinet Office Statement or for any other reasons, as a result of the award of this Contract;
“Transferring Employees”	means all those employees, if any, assigned by the Authority to the provision of a service that is fundamentally the same as the Services immediately before the Transfer Date;
"TUPE"	means the Transfer of Undertakings (Protection of Employment) Regulations 2006 (2006/246) and/or any other regulations or other legislation enacted for the purpose of implementing or transposing the Acquired Rights Directive (77/187/EEC, as amended by Directive 98/50 EC and consolidated in 2001/23/EC) into English law;
“UK GDPR”	has the meaning given to it in section 3(10) (as supplemented by section 205(4)) of the Data Protection Act 2018; and
“VAT”	means value added tax chargeable under the Value Added Tax Act 1994 or any similar, replacement or extra tax.

Classification: Official

- 1.2 References to any Law shall be deemed to include a reference to that Law as amended, extended, consolidated, re-enacted, restated, implemented or transposed from time to time.
- 1.3 References to any legal entity shall include any body that takes over responsibility for the functions of such entity.
- 1.4 References in this Contract to a “Schedule”, “Appendix”, “Paragraph” or to a “Clause” are to schedules, appendices, paragraphs and clauses of this Contract.
- 1.5 References in this Contract to a day or to the calculation of time frames are references to a calendar day unless expressly specified as a Business Day.
- 1.6 Unless set out in the Commercial Schedule as a chargeable item and subject to Clause 30.6 of Schedule 2, the Supplier shall bear the cost of complying with its obligations under this Contract.
- 1.7 The headings are for convenience only and shall not affect the interpretation of this Contract.
- 1.8 Words denoting the singular shall include the plural and vice versa.
- 1.9 Where a term of this Contract provides for a list of one or more items following the word “including” or “includes” then such list is not to be interpreted as an exhaustive list. Any such list shall not be treated as excluding any item that might have been included in such list having regard to the context of the contractual term in question. General words are not to be given a restrictive meaning where they are followed by examples intended to be included within the general words.
- 1.10 Where there is a conflict between the Supplier’s responses to the Authority’s requirements (the Supplier’s responses being set out in Schedule 5) and any other part of this Contract, such other part of this Contract shall prevail.
- 1.11 Where a document is required under this Contract, the Parties may agree in writing that this shall be in electronic format only.
- 1.12 Where there is an obligation on the Authority to procure any course of action from any third party, this shall mean that the Authority shall use its reasonable endeavours to procure such course of action from that third party.
- 1.13 Any guidance notes in grey text do not form part of this Contract.
- 1.14 Any Breach Notice issued by a Party in connection with this Contract shall not be invalid due to it containing insufficient information. A Party receiving a Breach Notice (“**Receiving Party**”) may ask the Party that issued the Breach Notice (“**Issuing Party**”) to provide any further information in relation to the subject matter of the Breach Notice that it may reasonably require to enable it to understand the Breach Notice and/or to remedy the breach. The Issuing Party shall not

unreasonably withhold or delay the provision of such further information as referred to above as may be requested by the Receiving Party but no such withholding or delay shall invalidate the Breach Notice.

- 1.15 Any terms defined as part of a Schedule or other document forming part of this Contract shall have the meaning as defined in such Schedule or document.
- 1.16 For the avoidance of doubt, and to the extent not prohibited by any Law, the term “expenses” (as referred to under any indemnity provisions forming part of this Contract) shall be deemed to include any fine and any related costs imposed by a commissioner, regulator or other competent body.
- 1.17 Any reference in this Contract which immediately before Exit Day was a reference to (as it has effect from time to time):
- i. any EU regulation, EU decision, EU tertiary legislation or provision of the EEA agreement (“EU References”) which is to form part of domestic law by application of section 3 of the European Union (Withdrawal) Act 2018 shall be read on and after Exit Day as a reference to the EU References as they form part of domestic law by virtue of section 3 of the European Union (Withdrawal) Act 2018 as modified by domestic law from time to time; and
 - ii. any EU institution or EU authority or other such EU body shall be read on and after Exit Day as a reference to the UK institution, authority or body to which its functions were transferred.

Classification: Official

Schedule 5

Specification and Tender Response Document

1. Background

1.1 Policy / strategic context behind the programme

NHS England (NHSE) have outlined a multi-year productivity plan which aims to reform services to deliver increased value for taxpayers' money, with a focus on driving productivity through operational and clinical excellence.

The programme is built on an improvement-centred approach comprised of a range of interconnected products to drive the productivity ambition, including improvement guides to define current best practice; model health system improvement analytics to provide the data infrastructure to compliment the improvement guides; learning and improvement networks to drive implementation and collaborative learning; and targeted improvement support delivered through the National GIRFT and ECIST teams to bolster hands-on capacity.

This initial subset of products were launched on 26 September 2024 and work is now underway to seek to establish an additional set of complimentary products, including clinical and operational management training to build improvement and operational competence; board and executive leadership development to create the conditions for improvement and drive a radically different way of working at an organisational level; and the initiation of improvement collaboratives to drive a joined up transformational response to some of the most complex health system problems.

In-depth productivity diagnosis suggests that the biggest opportunity exists in a few key areas: UEC flow, the elective pathway (focusing on theatre and outpatient productivity), mental health and crosscutting workforce enabling actions (planning and deployment). This has provided the initial scope of work, expected to extend in future years.

The clinical and operational excellence programme outputs align with the key government commitments and the recommendations within the Lord Darzi's 2024 independent investigation of the NHS in England, with a focused commitment to reduce waiting lists and response times, improve access to care and drive out of hospital care.

Improving flow through the emergency care pathway, theatres and outpatients will support the new labour governments commitment to deliver an extra two million NHS operations, scans and appointments every year; improve systemic flow to generate capacity to reduce waiting times; and improve the capability, capacity and

accountability of NHS clinical and operational managers, with a focus on continuous improvement.

The programme will rollout current best practice across the country, create a mechanism for developing and delivering new approaches to challenging problems, and deliver effective and sustainable improvements in clinical and operational management of services. This will be the first stage in getting the NHS back on its feet and lay the ground for more fundamental reform.

1.2

1.3 Background to the contract and why it is required

This specification focuses on the first of the additional products, to build large-scale improvement capability of operational and clinical managers through a multi-year National training programme, a crucial foundation to enable the delivery of operational and clinical excellence and to drive the NHS to become the fastest improving health system in the world.

There are a multiplicity of training programmes in existence, across a combination of national, regional and local provisions, but with varying scope, content and consistency in terms of curricula and alignment with a clear competency framework. The intent of this programme is to review, consolidate and build a curricula that is based on a National best practice, aligned with the new management and leadership competency framework to underpin managerial accountability and clinical and operational ability to deliver high quality services.

This will, where it exists, take the best of what exists, and where required, build upon this to assure a comprehensive learning package, validated and endorsed by National subject matter experts.

We are currently in a build window which is expected to conclude April 2025. This will deliver a NHSE owned product that we will then use for delivery a range of learning materials made up of, as a minimum (subject to the iterative build process):

- An interactive classroom-based teaching pack (suitable for face to face or virtual delivery), including hands-on case study based breakout sessional content
- A delegate pack (including pre and post reading)
- Supporting policy, standards and practical handbooks to aid practical delivery
- Competency review and assessment

This contract will then focus on delivery of the actual programme to our audience, across the specified term, inclusive of, but not limited to:

Classification: Official

- Forward planning for and communication to raise the profile of training sessions
- Managing the candidate booking and communication system
- Engagement through regions to stimulate uptake
- Session design and planning to assure interactive approach and a focus on skills building and practical application
- Delivery of face-to-face and virtual sessions
- Managing a robust feedback and continuous improvement cycle
- Assurance and progress reporting, including ongoing engagement of associated National programme leads
- Collaborative working across the Clinical and Operational Excellence programme to assess the benefit realisation and outcome impact

2. Objectives and information requirements

1.4 Aims & Objectives

Objectives

1. To reduce unwarranted variation and maximise clinical and operational productivity through the rollout and extension of recognised best practice approaches.
2. To build the improvement capacity and capability of NHS managers and leaders through knowledge building and applied application of improvement methodology in a real-world setting to drive sustainable productivity improvement.
3. To create the culture and environment that will allow further build of the evidence base of the most effective delivery models, innovations and approaches which harness the opportunity for the biggest impact in delivering a better value NHS model for patients and staff.

How these objectives will be achieved, through the contribution of this contract

- Plan, manage uptake and deliver the clinical and operational leadership training package to equip managers and leaders with the core competencies to drive operational performance and productivity through continuous improvement.
- Embed a continuous improvement cycle to maintain relevance of the package, and to respond to the feedback of managers accessing the programme to promote learning and optimise outcome and benefit.

- Work collaboratively across the Clinical and Operational Excellence programme to contribute to provide and analyse evidence to assess benefit realisation and outcome impact aligned to key Clinical and Operational Excellence programme objectives.

3. Requirements of the Specification

This commission is focused on the delivery of the National clinical and operational manager training programme to the specified audience and across the specified term, and must include as a minimum:

- Forward planning for and communication to raise the profile of training sessions
- Managing the candidate booking and communication system
- Engagement through regions to stimulate uptake
- Session design and planning to assure interactive approach and a focus on skills building and practical application
- Delivery of face-to-face and virtual sessions
- Managing a robust feedback and continuous improvement cycle
- Assurance and progress reporting, including ongoing engagement of associated National programme leads
- Collaborative working across the Clinical and Operational Excellence programme to assess the benefit realisation and outcome impact

The target audience is all operational and clinical managers, band 6-8a, working within the pathways identified as the focus for productivity improvement - UEC flow, the elective pathway (focusing on theatre and outpatient productivity), diagnostics and mental health. Working on extrapolated data, this is likely to cover c.25,000 managers.

We are keen to maximise the opportunity to utilise in-person training, due to the enhanced learning outcomes often muted in evaluative evidence. We are however cognisant that the scale and term of the scope will demand virtual learning to be utilised. We would like to work with the provider to look at how to best apply the proposed blended learning model, potentially aligning in-person learning in areas of biggest opportunity potential.

The delivery process is anticipated to span c.12-months, concluding Q1 of 2026/27. This would ultimately conclude in the completed delivery of the National Training Programme to all clinical and operational managers (Band 6-8a), across the specified pathway areas in England. We would like to work with the provider to look at how to best sequence training uptake to take account of increased clinical and operational demands across the prime summer absence period (August) and the high demand winter term.

Classification: Official

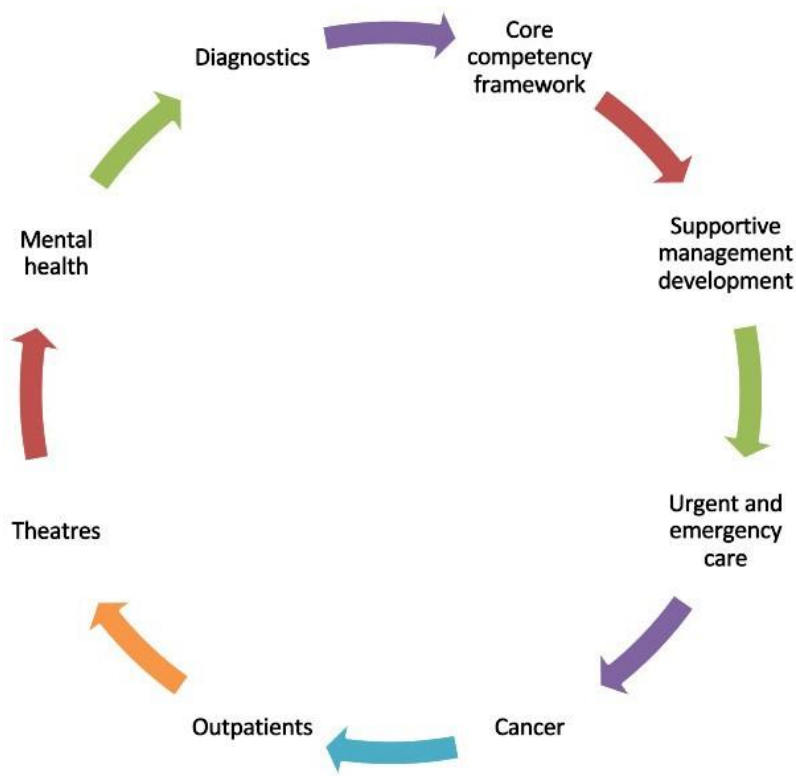
We are currently in a build window which is expected to conclude April 2025, but the current anticipated curricula is provided at Fig.1, subject to refinement within the build process. The curricula includes what are considered to be basic competency areas for clinical and operational managers, with a grounding of Improvement science to assure the implementation approach is founded on delivering continuous improvement.

There are 8 modules included within the final product, 2 standard modules (core competency framework and supportive management development) which are intended to be completed by all in scope; and 6 pathway specific modules which attendees will select based on relevance to their role and operating environment.

The modules have been broken down to a series of draft learning objectives, under further development and refinement as part of the build process. The current version is included at Appendix 1.

Content will be aligned to the new management and leadership competency framework due to be published in 2025, which will be critical for the delivery partner to anchor upon publication.

Fig.1



The chosen supplier will have specialist expertise and assure their capability and capacity to complete the commissioned activity with success. They will present with a consolidation of expertise and experience to present:

- A strong track record of working with health and care services to deliver high quality learning in a comparative context, working with NHS operational services in order that such insight can be used to assure meaningful grounding to the target audience, in view of the competing priorities and demands, able to bring clarity, value and focus.
- The ability to convert policy, standards, guidance and high-quality learning materials into meaningful sessional content, tailored to the audience and context
- The ability to achieve the translation of teaching into successful learning outcomes and member confidence in the ability to apply their learning in practice.

We will expect tender submissions to take account of the challenging scale and term of the scope of the commission, entering into appropriate collaborative agreements where required in order to provide confidence in capacity to deliver. This contract is for a single supplier so we will expect appropriate lead and sub-contractor arrangements to be in place where relevant.

4. Deliverables

The delivery process is anticipated to span c.12-months, concluding Q1 of 2025/26. This would ultimately conclude in the completed delivery of the National Training Programme to all clinical and operational managers (Band 6-8a), across the specified pathway areas in England.

This commission is focused on the delivery of the National clinical and operational manager training programme to the specified audience and across the specified term, which must include as a minimum:

- Forward planning for and communication to raise the profile of training sessions
- Managing the candidate booking and communication system
- Engagement through regions to stimulate uptake
- Session design and planning to assure interactive approach and a focus on skills building and practical application
- Delivery of face-to-face and virtual sessions
- Managing a robust feedback and continuous improvement cycle
- Assurance and progress reporting, including ongoing engagement of associated National programme leads
- Collaborative working across the Clinical and Operational Excellence programme to assess the benefit realisation and outcome impact

Classification: Official

Key Performance Indicators

KPI	Description	Standard
1	Training coverage across defined target audience virtual and face to face as set out in Questionnaire 3 - Commercial Questionnaire Variation must be rationalised in monthly reporting cycle.	Q1 20% Q2 40% Q3 60% Q4 90%
2	Positive evaluation of training It would be expected that this incorporates a continuous improvement cycle, to reflect valid participant feedback in augmented training delivery to improve learning outcomes and/or experience for future participants To be formally assessed at months 6 and 12.	75% or higher met or exceeded expectations
3	Evidence provision to demonstrate position impact on operational service Progress to be assessed at month 6, with final review and delivery at month 12.	6 case studies minimum

We are keen to maximise the opportunity to utilise in-person training, due to the enhanced learning outcomes often muted in evaluative evidence. We are however cognisant that the scale and term of the scope will demand virtual learning to be utilised. We would like to work with the identified provider to look at how to best apply a blended learning model, potentially aligning in-person learning in areas of biggest opportunity potential.

There are 8 modules included within the final product, 2 standard modules (core competency framework and supportive management development) which are intended to be completed by all in scope; and 6 pathway specific modules which attendees will select based on relevance to their role and operating environment.

Classification: Official

1.5 **Appendix 1****Core Competency Framework**

Curriculum area	Learning outcomes By the end of the session, participants will be able to...
Referral to treatment rules	• Understand RTT Rules and NHS Guidance: I will be able to understand the context and importance of Referral to Treatment (RTT) rules within NHS guidance. • RTT rules: I understand the rules and definitions for RTT to underpin sound operational management activity. • Explain the NHS Constitution: I will be able to explain the key principles of the NHS Constitution and how they relate to RTT management. • Describe the Impact on Patient Care: I will be able to describe how RTT rules and NHS guidance impact patient care and waiting list management. • Describe Key RTT Terminology: I will be able to describe key terminology and definitions related to the RTT pathway. • Explain RTT Definitions: I will be able to explain the definitions and criteria used in RTT management to ensure clarity and consistency. • Manage DNAs and Cancellations: I will be able to summarise how to deal with DNAs and cancellations within the context of RTT rules.

Capacity and demand	• Understand Key Terminology: I will be able to understand and use key terminology related to demand and capacity. • Understand Capacity and Flow Concepts: I will be able to explain the concepts of capacity and flow in operational contexts. • Analyse Demand and Capacity: I will be able to analyse demand and capacity trends to inform planning. • Analyse the Impact of Variation: I will be able to analyse how variation impacts capacity within healthcare settings. • Implement Seasonal Strategies: I will be able to implement strategies that account for seasonal variations in demand and capacity. • Optimise Resource Allocation: I will be able to optimise resource allocation to manage fluctuations effectively.
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Waiting and patient tracking lists	• Waiting list validation: I understand the tried and tested strategies to assure waiting lists are up to date and managed well to optimise use of resources. • Understand the Role of Validation: I will be able to detail how validation can improve the accuracy of waiting lists. • Implement Validation Processes: I will be able to implement validation processes to ensure the integrity and accuracy of patient tracking lists. • Continuously Improve Validation: I will be able to continuously improve validation practices to maintain up-to-date and accurate waiting lists. • Understand Waiting List Management: I will be able to understand strategies for effective waiting list management. • Involve Patients and Their Families: I will be able to involve patients and their families in waiting list management to enhance communication, satisfaction and patient outcomes. • Describe PTL: I will be able to describe what a Patient Tracking List (PTL) is and how operational teams should use it. • Utilise PTL Effectively: I will be able to utilise PTLs effectively to track patient progress and manage waiting lists.
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Classification: Official

	• Train Operational Teams: I will be able to train operational teams on the use of PTLs to ensure accurate and efficient patient tracking. • Use Reports to Manage Lists: I will be able to use operational reports to manage waiting lists effectively and make informed decisions. • Conduct Effective PTL Meetings: I will be able to describe what a good practice PTL meeting looks like and address key issues in running them effectively. • Facilitate PTL Meetings: I will be able to facilitate PTL meetings to review patient tracking data and make necessary adjustments. • Address Key Issues: I will be able to address key issues during PTL meetings to ensure effective management of waiting lists and patient tracking.
Good data quality and information	• Understand Data Quality Importance: I will be able to provide an overview of the importance of data quality on waiting list management. • Describe Good Data Quality Features: I will be able to describe the key features of good data quality. • Describe Monitoring Indicators: I will be able to describe how indicators and reports can be used to monitor data quality.
	• Develop Quality Monitoring Reports: I will be able to develop and utilise indicators and reports to monitor the quality of waiting list data effectively. • Ensure Data Quality Through Monitoring: I will be able to monitor data quality to ensure it is as good as it can be, using a systematic approach.
Validation, audit, and tracking	• Utilise Validation to Improve Data Quality: I will be able to describe how validation can be used to improve data quality. • Compare Validation, Audit, and Tracking: I will be able to compare the use of validation, audit, and tracking in maintaining high data quality. • Implement Effective Validation and Audit Processes: I will be able to use validation and audit effectively to ensure data accuracy and integrity.

	• Track Data Quality Improvements: I will be able to implement tracking mechanisms to monitor interventions made to improve services, through a systematic approach.
National diagnostic standard	• DM01 rules: I will be aware of waiting time standards and data collection requirements which drive clinical and operational excellence. • Understand RTT Rules Context: I will be able to explain the context of RTT rules and how they link to the national diagnostic standard and the NHS constitution. • Define Diagnostic Pathway and Terminology: I will be able to define the diagnostic pathway, terminology, and definitions related to meeting national standards. • Implement Strategies for Timely Diagnostics: I will be able to implement strategies to ensure timely access to diagnostic services. • Utilise Waiting Time Adjustments: I will be able to describe the waiting time adjustments allowed under the national diagnostic standard and apply them appropriately. • Coordinate Inter Provider Transfers: I will be able to explain the process and importance of inter provider transfers and breach allocation in diagnostic services. • Identify Enablers and Barriers to Capacity: I will be able to recognise the enablers and initiatives that increase diagnostic capacity, as well as describe the barriers affecting the maximisation of capacity. • Importance of Waiting List Management: I will be able to describe the importance of waiting list management and governance in achieving the national diagnostic standard.
	• Utilise Retrospective and Prospective Booking: I will be able to describe the key elements of retrospective and prospective booking reporting and processes for diagnostic services. • Improve DNAs and Cancellations: I will be able to summarise strategies to improve DNAs and cancellations in diagnostic services to ensure patients receive timely care.

• Supportive Management Development

1. Improvement theory

Curriculum area	Learning outcomes
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Classification: Official

	By the end of the session, participants will be able to...
Overview to using CI / QI	• Understand QI Principles: I will be able to describe the fundamental principles and concepts of quality improvement in healthcare (e.g. Model for Improvement). • I will have knowledge that there are various methods used in different organisations. • Recognise the Importance of CI: I will be able to explain the significance of continuous quality improvement in enhancing healthcare outcomes.
Using measurement & data for improvement	• Importance of measurement: I will be able to explain the importance of measurement for improvement. • Define Key Metrics: I will be able to identify and define key performance metrics relevant to my work. • Collect and Analyse Data: I will be able to demonstrate how to collect, analyse, and interpret data to inform improvement efforts. I will be able to identify different types of variation (e.g. Special cause variation) • Identify the problems that exist with traditional performance reporting techniques used in the NHS • Distinguish between different variation types and apply the correct behaviours required in each case • Demonstrate the difference in messages gleaned from data analysed using SPC compared to traditional methods of analysis • Explain the anatomy of a SPC chart and correctly interpret it
PDSAs and testing	• Understand the PDSA Cycle: I will be able to describe how this model sits within the wider Model for Improvement and describe the steps involved in the Plan-Do-Study-Act cycle.
	• Develop a PDSA Plan: I will be able to create a detailed PDSA plan for a specific quality improvement initiative. • Implement and Monitor PDSA Cycles: I will be able to practically undertake a series of PDSA cycles and monitor progress through each phase.

	• Evaluate Outcomes: I will be able to assess the effectiveness of PDSA cycles and make data-driven adjustments for continuous improvement.
NHS IMPACT components	• Understand what NHS IMPACT is: I will understand what NHS IMPACT is and that the 5 components underpin a systemic approach. • Understand what NHS IMPACT means at my organisation: I will understand from my organisation our maturity against NHS IMPACT, where my role and service fits in and what the plan is to become an improvement-led organisation.

2. Resource optimisation

Curriculum area	Learning outcomes By the end of the session, participants will be able to...
Lean approaches	• Understand the concept of Lean: I know what Lean methodology is and what is 'Waste' • Identify Waste: I will be able to identify different types of waste in processes and workflows. • Implement Waste Reduction Strategies: I will be able to apply strategies to reduce waste and enhance productivity. • Evaluate Productivity Improvements: I will be able to assess the effectiveness of productivity and waste reduction initiatives.
Digital Competency	• Enhance Digital Skills: I will be able to develop and enhance my digital skills for professional use. • Utilise Digital Tools: I will be able to effectively utilise digital tools (Excel) and platforms to improve efficiency. • Implement Digital Solutions: I will be able to implement digital solutions to solve problems and improve processes.
Capacity and Flow	• Analyse Workflow: I will be able to analyse workflows to identify bottlenecks and areas for improvement. • Optimise Capacity: I will be able to implement strategies to optimise capacity and improve flow.
	• Monitor and Adjust Workflows: I will be able to monitor and adjust workflows to maintain optimal capacity and flow.

Classification: Official

	• Identify Enablers and Barriers: I will be able to recognise the enablers and initiatives that increase capacity, as well as describe the barriers affecting the maximisation of capacity in my organisation.
Job Planning	• Create Job Plans: I will be able to create detailed and effective job plans. • Align Job Plans with Goals: I will be able to ensure job plans align with organisational goals and objectives. • Evaluate and Adjust Job Plans: I will be able to evaluate and adjust job plans based on feedback and outcomes.
Rota Management	• Create Safe Rotas: I will be able to create and manage rotas meet the service needs and are in line with establishment as well as being safe. • Balance Workforce Needs: I will be able to balance workforce needs with operational demands in rota planning and understand the skill mix requirements. • Monitor and Adjust Rotas: I will be able to monitor and adjust rotas based on safe staffing agreements and be able to utilise an escalation process. • E-Rostering: I will utilise effective e-rostering to consider factors such as patient needs, staff needs, organisational needs, the workforce and skills required to deliver services, and workforce availability. • Understanding Skill Mix: Know the grade of doctors and what type of on calls they cover •

3. Business navigation

Curriculum area	Learning outcomes By the end of the session, participants will be able to...
Business Cases	• Develop Business Cases: I will be able to develop comprehensive business cases to support new initiatives using my organisations templates and processes. • Present Business Cases: I will be able to effectively present business cases to key stakeholders and decision makers in my organisation.

Budget Management	• Develop Budgets: I will be able to create and manage budgets for projects and departments.
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Classification: Official	• Monitor Expenditures: I will be able to monitor expenditures and ensure alignment with budgetary constraints. • Adjust Budgets: I will be able to adjust budgets based on financial performance and changing needs.
Procurement and Tendering	• Understand Procurement Processes: I will be able to describe the processes involved in procurement and tendering. • Conduct Procurement Activities: I will be able to conduct procurement activities following best practices. • Evaluate Tender Proposals: I will be able to evaluate tender proposals to select the best suppliers. • Ensure Compliance in Procurement: I will be able to ensure compliance with legal and regulatory requirements in procurement and tendering.
Governance and data	• Describe the components of an effective Governance Structure: I will be able to describe the components of an effective structure. • Understand interconnections: I understand the connections within clinical, safety, incident, risk and complaints governance procedures. • Regulatory: I understand the associated CQC and wider legal requirements. • Understand the importance of management reports and KPIs: I will be able to explain the key features of good reports, how to create useful KPIs, and how to analyse reports to make effective management decisions. • Use SPC Charts: I will be able to use Statistical Process Control (SPC) charts for operational decision-making. • Understand Governance Importance: I will be able to understand the importance of robust governance arrangements. • Implement Governance Structures: I will be able to implement governance structures that ensure accountability and transparency. • Monitor Governance Effectiveness: I will be able to monitor and evaluate the effectiveness of governance arrangements to ensure continuous improvement. • Recognise the Importance of Quality Reports: I will be able to detail the importance of good quality operational reports and how to use them to effectively manage waiting lists. • Develop High-Quality Reports: I will be able to develop high-quality operational reports that provide clear and actionable insights.

4. Looking after Self

Curriculum area	Learning outcomes By the end of the session, participants will be able to...
Health and Wellbeing	• Promote Personal Wellbeing: I will actively promote and maintain my personal health and wellbeing. • Develop Self-Care Strategies: I will be able to develop effective self-care strategies to support my physical and mental health. • Manage Stress and Build Resilience: I will manage stress and build resilience through healthy coping mechanisms. • Balance Work and Life: I will be able to achieve a balanced work-life integration that supports overall wellbeing.
How to Manage Time, Emails, and Boundaries	• Optimise Time Management: I will be able to optimise my time management to enhance productivity and reduce stress. • Efficiently Manage Emails: I will be able to manage emails efficiently to maintain focus and organisation. • Set and Maintain Boundaries: I will be able to set and maintain healthy boundaries to protect my time and energy. • Prioritise Tasks Effectively: I will be able to prioritise tasks effectively to achieve key goals and objectives.
Professional Development Planning	• Create Development Plans: I will be able to create comprehensive professional development plans to support my career growth. • Identify Development Opportunities: I will be able to identify opportunities for continuous learning and skill enhancement. • Set Career Goals: I will be able to set and pursue meaningful career goals aligned with my aspirations. • Reflect on Progress: I will be able to reflect on my professional progress and adjust plans as needed.

Classification: Official

Leadership Behaviours	• Compassionate and Inclusive Leadership: I will be able to describe what compassionate and inclusive leadership is. • Foster a Positive Team Culture: I will be able to foster a positive and inclusive team culture. • Communicate Effectively: I will be able to communicate effectively with team members and stakeholders. • Lead by Example: I will be able to lead by example and uphold ethical standards in all actions.
	• Approach to Leadership: I will evaluate my own approach to leadership and develop a plan to adapt the compassionate and inclusive approach to future engagement with all colleagues.
Progressing in Manager Roles	• Develop Management Skills: I will be able to develop essential management skills to support team and organisational success. • Mentor and Develop Others: I will be able to mentor and develop team members to enhance their potential. • Implement Strategic Initiatives: I will be able to implement strategic initiatives that drive organisational growth.
Systems Leadership	• Understand Systems Leadership: I will be able to embrace systems leadership principles to navigate complex environments. • Collaborate Across Boundaries: I will be able to collaborate effectively across organisational boundaries. • Influence Systemic Change: I will be able to influence and drive systemic change to improve outcomes. • Build Collaborative Networks: I will be able to build and sustain collaborative networks to achieve common goals.
Political Context and the Broader Health and Care System	• Understanding the ecosystem of Health and Care in England: I understand key organisations that make up the NHS and how they can collaborate with partners in the health and care system to deliver joined-up care. • Interpret Health Care Policy: I will be able to interpret health care policies and their impact on practice.

	• Stay Informed on Policy Changes: I will be able to stay informed on policy changes and adapt accordingly. • Implement Policy in Practice: I will be able to implement health care policies effectively in practice to improve patient outcomes. • Understanding Roles in Health and Care: I will understand the roles within my organisation, including NEDs and how they relate to my role.
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5. Manager's Essentials

Curriculum area	Learning outcomes
	By the end of the session, participants will be able to...
Delivering Effective Presentations and Chairing Meetings	• Deliver Compelling Presentations: I will be able to deliver compelling and engaging presentations that effectively communicate key messages.

	• Engage and Inspire Audiences: I will be able to engage and inspire audiences through clear and confident presentation skills. • Chair Meetings Efficiently: I will be able to chair meetings efficiently, ensuring productive and inclusive discussions. • Facilitate Effective Decision-Making: I will be able to facilitate effective decision-making during meetings.
Emergency Preparedness, Resilience, and Response (EPRR)	• Prepare for Major Incidents: I will be able to prepare for and respond to major incidents with confidence. • Support Organisational Resilience: I will be able to support organisational resilience through effective EPRR practices.
Project Management	• Plan and Execute Projects: I will be able to plan and execute projects efficiently, ensuring they meet objectives and deadlines. • Utilise Project Management Tools: I will be able to utilise project management tools and techniques to streamline processes. • Monitor Project Progress: I will be able to monitor project progress and make data-driven adjustments.

Classification: Official

	• Lead Project Teams: I will be able to lead project teams effectively, fostering collaboration and achieving project goals.
Risk Management and Governance	• Identify and Assess Risks: I will be able to identify and assess risks within my work. • Develop Risk Mitigation Strategies: I will be able to develop effective risk mitigation strategies to minimise impact and promote a culture of risk awareness and proactive management. • Monitor and Review Risks: I will be able to monitor and review risks regularly to ensure ongoing risk management. • Understand Governance Frameworks: I will be able to understand and apply governance frameworks within the organisation. • NHS England Operating Framework: I will understand how the NHS operates under the 2022 Health and Care Act, specifically the roles of NHS England, integrated care boards (ICBs) and NHS providers, working alongside partners in the wider health and care system.
Recovery Planning	• Develop Recovery Plans: I will be able to develop comprehensive recovery plans for post-incident situations. • Implement Recovery Strategies: I will be able to implement effective recovery strategies to restore normal operations.
	• Evaluate and Improve Recovery Plans: I will be able to evaluate and continuously improve recovery plans.
Digital and AI Skills	• Enhance Digital Competency: I will be able to enhance my digital competency to leverage technology effectively. • Utilise AI Tools: I will be able to utilise AI tools to improve efficiency and decision-making. • Stay Updated with Digital Trends: I will be able to stay informed about emerging digital and AI trends. • Implement Digital Innovations: I will be able to implement digital innovations to drive organisational success.

6. Working in Teams

Curriculum area	Learning outcomes By the end of the session, participants will be able to...
Power of Management and Clinical Expertise	• Asset based understanding: I can identify the opportunities and benefits of management and clinical leaders working together • Develop and grow relationships: I will understand and be able to use effective approaches for developing relationships within own area • Produce a cohesive approach to applying this across key working relationships: I will be able to build and grow strong working relationships in my place of work. • Apply Appreciative Inquiry: I will be able to apply appreciative inquiry techniques to foster positive change and innovation within teams. • Promote Strength-Based Approaches: I will be able to promote strength-based approaches to identify and leverage team strengths. • Facilitate Positive Dialogue: I will be able to facilitate positive and constructive dialogue within the team. • Encourage Collaborative Solutions: I will be able to encourage collaborative solutions by focusing on what works well. • Engaging with clinical leaders: I will be able to recognise my own strengths and preferences and understand how they relate to others preference behaviours and be able to utilise adapting engagement strategies.
Handling Difficult Situations Including Disciplinarys and Dismissals	• Manage Difficult Situations: I will be able to manage difficult situations with empathy and professionalism.

Classification: Official

	• Conduct Fair Disciplinary Procedures: I will be able to conduct fair and transparent disciplinary procedures. • Handle Dismissals with Dignity: I will be able to handle dismissals with dignity and respect for all parties involved. • Promote a Positive Work Environment: I will be able to promote a positive work environment by addressing issues proactively.
Psychological Safety	• Create a Psychologically Safe Environment: I will be able to create a psychologically safe environment where team members feel valued and respected. • Encourage Open Communication: I will be able to encourage open and honest communication within the team. • Foster Trust and Respect: I will be able to foster trust and respect among team members. • Support Mental Wellbeing: I will be able to support the mental wellbeing of team members through active listening and empathy.
Learning and Improving for the Future	• Cultivate a Learning Culture: I will be able to cultivate a culture of continuous learning and improvement within the team. • Encourage Reflective Practice: I will be able to encourage reflective practice to learn from experiences and improve future performance. • Identify Improvement Opportunities: I will be able to identify opportunities for improvement and development. • Implement Lessons Learned: I will be able to implement lessons learned to enhance team effectiveness.
Understanding other roles	• Understand Diverse Roles: I will be able to understand the diverse roles and responsibilities within the medical, nursing, AHP, and executive teams. • Respect Professional Expertise: I will be able to respect and value the professional expertise of different team members. • Promote Interdisciplinary Collaboration: I will promote effective multidisciplinary collaboration. • Build Asset-Based Relationships: I will be able to build asset-based relationships that focus on strengths and contributions.

Communication and Engagement (Clinicians, Patients and Families, the MDT)	• Enhance Communication Skills: I will be able to enhance my communication skills to engage effectively with clinicians, patients, and families.
	• Facilitate Effective MDT Meetings: I will be able to facilitate effective Multidisciplinary Team (MDT) meetings. • Engage Stakeholders: I will be able to engage stakeholders through clear and empathetic communication. • Engage with Clinical Leaders: Recognise own strengths and preferences and assess preference behaviours in others and adapt engagement strategies • Support Patient and Family Engagement: I will be able to support patient and family engagement in care decisions and planning.
Clinical Engagement Strategies	• Describe the key steps to effective clinical engagement • Apply an effective clinical engagement approach within their work environment • Create a network to embed engagement opportunities

• **Urgent and Emergency Care**

Curriculum area	Learning outcomes By the end of the session, participants will be able to...
Specified anchors from core / supportive management systems module	• RTT; Waiting Lists; Demand and capacity; Data and measurement; Digital opportunities; Risk and governance; Service Priorities: I will be able to more clearly understand and apply the knowledge and management skills in my area of work.
Impact of Variation on Capacity	• Embed Multi-Disciplinary Team Reviews: I will be able to embed multidisciplinary team reviews to address variations and optimise capacity. • Encourage Supported Home First Approach: I will be able to encourage (where suitable) a supported home first approach to manage capacity effectively.

Classification: Official

	• Support the creation of a local Standard Operating Procedure: Understand how to collaboratively create a SOP and decide on metrics to be monitored as a multi disciplinary team.
Waiting Lists	• Understand how to manage Length of Stay: I will be able to manage LOS and flow with particular emphasis on facilitating discharge home. • Plan for Discharge: I will be able to plan for discharge to reduce waiting times and improve patient flow.
Data insight	• Describe the Purpose of Reports Required to Manage UEC: I will be able to describe the purpose of reports required to manage Urgent and Emergency Care (UEC).
	• Analyse UEC Reports: I will be able to analyse UEC reports to identify actions required, including insights from national reports.
Using the Core Model	• Understand the Core Model: I will be able to understand and apply the core model for managing demand and capacity. • Establish Systems and Processes for Frail People: I will be able to establish systems and processes specifically designed for managing the care of frail people. • Describe the Features of a Well-Designed Operational Report: I will be able to describe the features of a well-designed operational report that supports the core model.
Ambulance	• Optimise Ambulance Services: I will be able to optimise the use of ambulance services to manage demand and capacity. • Plan for Effective Discharge from Ambulance Care: I will be able to plan for effective discharge from ambulance care to ensure smooth patient transitions. • Embed Multi-Disciplinary Team Reviews for Ambulance Services: I will be able to embed multi-disciplinary team reviews to enhance the efficiency of ambulance services.

• **Theatres**

Curriculum area	Learning outcomes By the end of the session, participants will be able to...
Specified anchors from core supportive management systems module	• RTT; Waiting Lists; Demand and capacity; Data and measurement; Digital opportunities; Risk and governance; Service Priorities: I will be able to more clearly understand and apply the knowledge and management skills in my area of work. • Explain Elective Access Policy: I will be able to explain the purpose of the elective access policy and its role in managing patient access to elective services. • Detail Key Components: I will be able to detail key components of good practice in elective access policy, ensuring compliance and efficiency. • Integrate Policy in Operations: I will be able to integrate the elective access policy into operational practices to streamline patient access and reduce waiting times
Scheduling and lookback meetings	• Conduct Scheduling Meetings: I will be able to conduct scheduling meetings to plan and allocate theatre resources effectively.

	• Facilitate Lookback Meetings: I will be able to facilitate lookback meetings to review theatre utilisation and identify areas for improvement. • Utilise Action Logs: I will be able to utilise action logs to track decisions and follow-up actions from scheduling and lookback meetings.
Improving Under-Utilised Lists	• Identify Under-Utilised Lists: I will be able to identify under-utilised theatre lists through data analysis and feedback. • Implement Improvement Strategies: I will be able to implement improvement strategies to increase the utilisation of under-utilised theatre lists. • Monitor and Adjust Plans: I will be able to monitor the effectiveness of improvement strategies and make necessary adjustments to optimise theatre usage.

Classification: Official

Pre-assessment & Admission	• Conduct Pre-assessment: I will be able to conduct thorough preassessment to ensure patients are adequately prepared for surgery. • Streamline Admission Processes: I will be able to streamline admission processes to minimise delays and ensure smooth patient flow. • Integrate Pre-assessment with Scheduling: I will be able to integrate pre-assessment outcomes with theatre scheduling to optimise resource allocation.
Action Logs	• Maintain Detailed Action Logs: I will be able to maintain detailed action logs to record decisions and follow-up actions in theatre management. • Track Progress and Outcomes: I will be able to track progress and outcomes using action logs to ensure accountability and continuous improvement. • Use Action Logs for Escalation: I will be able to use action logs to identify and escalate issues that require higher-level intervention.
Escalation	• Develop Escalation Protocols: I will be able to develop clear escalation protocols to address issues promptly and effectively. • Implement Escalation Processes: I will be able to implement escalation processes to manage critical situations in theatre operations. • Review and Improve Escalation Practices: I will be able to review and continuously improve escalation practices to ensure quick and effective responses to challenges.
Left shift	• Shift to community care: I have an increased awareness of opportunities for alternative care models to encourage curiosity and involvement in locally-driven new models of care.

• **Outpatients**

Curriculum area	Learning outcomes By the end of the session, participants will be able to...
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Specified anchors from core supportive management systems module	• RTT; Waiting Lists; Demand and capacity; Data and measurement; Digital opportunities; Risk and governance; Service Priorities: I will be able to more clearly understand and apply the knowledge and management skills in my area of work. • Understand RTT Pathway: I will be able to understand the RTT pathway and the stages involved from referral to treatment. • Apply RTT Rules in Practice: I will be able to apply RTT rules accurately in managing patient pathways from referral to treatment. • Ensure Compliance with RTT Standards: I will be able to ensure compliance with RTT standards and NHS guidance in outpatient settings. • Identify and Resolve RTT Issues: I will be able to identify and resolve issues related to RTT management to maintain high standards of patient care. • Utilise Data to Monitor RTT Compliance: I will be able to utilise data and reports to monitor compliance with RTT rules and make informed decisions.
DNAs and Cancellation	• Understand DNAs and Cancellations: I will be able to understand the factors contributing to Did Not Attend (DNA) rates and appointment cancellations. • Implement Strategies to Reduce DNAs: I will be able to implement effective strategies to reduce DNAs and cancellations. • Monitor DNA and Cancellation Rates: I will be able to monitor and analyse DNA and cancellation rates to identify patterns and areas for improvement. • Engage Patients to Reduce DNAs: I will be able to engage with patients to understand their reasons for DNAs and cancellations and develop solutions to address these issues.

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First to Follow Up Ratios	• Understand First to Follow Up Ratios: I will be able to understand the significance of first to follow up ratios in outpatient settings. • Analyse First to Follow Up Data: I will be able to analyse first to follow up ratios to evaluate the effectiveness of initial consultations and follow-up appointments.
	• Optimise Follow Up Scheduling: I will be able to optimise follow up scheduling to ensure efficient use of resources and improve patient outcomes. • Develop Improvement Plans: I will be able to develop plans to improve first to follow up ratios by addressing underlying issues and enhancing patient care pathways.
Outpatient templating	• Understand Outpatient Templating: I will be able to understand the role of outpatient templating in managing clinic schedules and resources. • Create Effective Templates: I will be able to create effective outpatient templates that balance first appointments and follow-ups to optimise clinic utilisation. • Adjust Templates Based on Data: I will be able to adjust outpatient templates based on data analysis of DNAs, cancellations, and first to follow up ratios. • Ensure Flexibility in Templates: I will be able to ensure flexibility in outpatient templates to accommodate patient needs and minimise disruptions.

Managing patient delays	• Understand Causes of Delays: I will be able to understand the common causes of patient delays in healthcare settings. • Implement Strategies to Reduce Delays: I will be able to implement effective strategies to minimise patient delays and improve the overall patient experience. • Communicate Effectively About Delays: I will be able to communicate effectively with patients about delays, providing timely updates and managing expectations. • Monitor and Evaluate Delay Management: I will be able to monitor and evaluate the effectiveness of delay management strategies and make improvements as necessary.
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Patient choice	• Understand the Importance of Patient Choice: I will be able to understand the importance of respecting and facilitating patient choice in healthcare decisions. • Provide Options to Patients: I will be able to provide patients with clear and comprehensive information about their options, empowering them to make informed choices. • Support Informed Decision-Making: I will be able to support patients in making informed decisions that align with their preferences and needs.
	• Integrate Patient Choice into Care Plans: I will be able to integrate patient choice into care plans and service delivery to enhance patient satisfaction and outcomes.

• **Cancer**

Curriculum area	Learning outcomes
	By the end of the session, participants will be able to...
Specified anchors from core supportive management systems module	• RTT; Waiting Lists; Demand and capacity; Data and measurement; Digital opportunities; Risk and governance; Service Priorities: I will be able to more clearly understand and apply the knowledge and management skills in my area of work. • Describe Clock Starts and Stops: I will be able to describe the clock starts and clock stops associated with cancer waiting time standards. • Apply RTT Rules: I will be able to describe the RTT rules and how they are applied to manage cancer referrals and treatments. • Active Patient Communication: I will be able to recognise the importance of active patient communication across the cancer care pathway. • Retrospective and Prospective Booking: I will be able to describe the key elements of retrospective and prospective booking reporting and the associated processes. • Explain the National Diagnostic Standard: I will be able to explain the national diagnostic standard that requires patients

Classification: Official

	to wait less than six weeks for diagnostic tests in cancer services.
Waiting Time Adjustments	• Explain Waiting Time Adjustments: I will be able to describe the waiting time adjustments allowed under cancer waiting time standards. • Manage Patient Delays and Choices: I will be able to summarise how to manage patient delays and patient choice in relation to waiting time adjustments. • Implement Adjustment Strategies: I will be able to implement strategies to effectively manage and document waiting time adjustments.
Inter Provider Transfers and Breach Allocation	• Understand Inter Provider Transfers: I will be able to explain inter provider transfers and their impact on cancer waiting time management. • Allocate Breaches Appropriately: I will be able to explain the process of breach allocation and its significance in cancer care.
	• Coordinate Between Providers: I will be able to coordinate effectively between providers to manage transfers and breaches, ensuring continuity of care.

Running multidisciplinary teams	• Understand the Importance of Multidisciplinary Teams: I will be able to explain the importance and benefits of multidisciplinary teams (MDTs) in healthcare settings. • Establish Effective MDTs: I will be able to establish effective multidisciplinary teams by bringing together diverse healthcare professionals to collaborate on patient care. • Facilitate Collaborative Practices: I will be able to facilitate collaborative practices and communication within MDTs to enhance patient outcomes. • Develop Clear Team Roles and Responsibilities: I will be able to develop and clarify roles and responsibilities within MDTs to ensure all team members contribute effectively. • Implement Structured MDT Meetings: I will be able to implement structured MDT meetings, ensuring they are efficient, inclusive, and focused on patient care. • Promote Patient-Centered Care: I will be able to promote patient centred care by integrating the perspectives and expertise of all MDT members. • Encourage Active Participation: I will be able to encourage active participation from all team members during MDT meetings and care planning. • Resolve Conflicts Constructively: I will be able to resolve conflicts constructively within MDTs to maintain a positive and productive working environment. • Evaluate MDT Effectiveness: I will be able to evaluate the effectiveness of MDTs through regular feedback and performance reviews. • Adapt to Changing Team Dynamics: I will be able to adapt to changing team dynamics and ensure continuity in patient care.
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• **Mental Health**

Curriculum area	Learning outcomes By the end of the session, participants will be able to...
Specified anchors from core /	• RTT; Waiting Lists; Demand and capacity; Data and measurement; Digital opportunities; Risk and governance; Service Priorities: I will be

Classification: Official

supportive management systems module	able to more clearly understand and apply the knowledge and management skills in my area of work. • Address Mental Health Demand and Capacity: I will be able to address demand and capacity issues specific to mental health services. • Digital progression: I understand good practice examples of digital progression in mental health services.
Data visibility	• National dataset • Pathway approach • Decision making • Understand demand and capacity
Support close to home	• Encourage Supported Home First Approach in Mental Health: I will be able to encourage a supported home first approach. • Improve access Standards and expectations • Improve access Optimised community capacity • Improve access Management of community pathways
Crisis care	• Proactive community planning • Alternatives to admission
Effective inpatient care	• Timely access to assessment and treatment Daily reviews • Timely access to assessment and treatment Multi-agency working • Culture Care programme approach to participation I understand and value the importance of social support in mental health recovery
Discharge	• Multi-agency discharge events • Identify and eliminate delays • Senior intervention for long delays • Transitional support

• **Diagnostics**

Curriculum area	Learning outcomes By the end of the session, participants will be able to...
Overview	This will cover operational leads and clinicians working across Endoscopy, Imaging, Pathology, Physiological Science services. It will

	also need to engage the healthcare science workforce who make up a significant part of the diagnostic workforce as an enabling multiplier.
Shared outcomes	NHS context: I will understand current and emergent NHS policy e.g. NHS Plan; RTT; Diagnostics strategy giving me a better appreciation of the context in which leaders operate. Self: I will gain an understanding of leadership theory and practice with a specific emphasis on gaining greater awareness of self as a leader. Leading through teams: I will develop my abilities as a leader of others and build on the strengths of my team. Systems Leadership: I will develop a better understanding of what it means to take a systems approach and how I can apply this to my local context through leading and collaborating in networks. Influencing: I will improve my ability to influence within my own organisation and across systems and networks of care. This will include gaining a greater understanding of culture, climate and influencing without authority. Sustainability: I will understand and apply the complex leadership skills required to support the development of Diagnostic networks, working with system leaders to ensure the benefits of sustainable Diagnostic networks are realised. Transformation and complex change: I will improve my knowledge of large-scale change including how to plan and implement an improvement project. Problem-solving: I will enhance my problem-solving abilities through participation in action learning sets and developing peer support networks with other leadership participants. Business continuity and resilience: I will understand the NHS processes for assuring resilience and the role that planning of business continuity options impacts.

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	• Commercial and contract management: I will understand the opportunities for clinical services through effective contract management and supplier relationships. • Patient Centred Service Design: I will understand the importance of putting the patient at the centre of innovation and transformation initiatives, with a focus on improving the end-to-end clinical pathway. • Understand DM01, RTT Rules and NHS Guidance: I will be able to understand the context and importance of DM01 targets and align this
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	understanding to Referral to Treatment (RTT) and FDS rules within NHS guidance.
Endoscopy specific	• NHS context: I will understand current and emergent NHS policy e.g. NHS Plan; RTT; Diagnostics strategy giving me a better appreciation of the context in which leaders operate. • Self: I will gain an understanding of leadership theory and practice with a specific emphasis on gaining greater awareness of self as a leader. • Leading through teams: I will develop my abilities as a leader of others and how to build strength in my own team. • Influencing: I will improve my ability to influence within my own organisation and across systems and networks of care. This will include gaining a greater understanding of culture, climate and influencing without authority. • Systems Leadership: I will develop a better understanding of what it means to take a systems approach and how I can apply this to my local context through leading and collaborating in networks. • Transformation and complex change: I will improve my knowledge of large-scale change including how to plan and implement an improvement project. • Problem solving: I will enhance my problem solving abilities through participation in action learning sets and developing peer support networks with other leadership participants. • Sustaining progress: I will learn how to sustain progress and develop resilience.

Pathology specific	• Regulation, accreditation, and quality management: I will understand the importance of the regulation standards that apply to the range of pathology services, the assurance that can be gained from registration and accreditation; the risk and governance arrangements for pathology. • Digital systems and the role that they play in pathology: I will understand the range of systems deployed in the laboratories and pathology services that collectively form the laboratory information management systems (LIMS) • Environmental impact: I will understand the NHS Net Zero aims and how these objectives align to apply to the pathology services.
Imaging specific	• Transformation and complex change: I will drive the transformation of imaging services, ensuring the network agenda is supported and the benefits of network wide working is fully understood. • Digital: I will continue to drive the transformation of digital services across imaging, ensuring the patient needs are at the heart of all transformation agendas. • Imaging Network Leadership: I will promote the imaging network priorities with system leaders, working towards a common delivery model for imaging across a much wider and more complex footprint. Utilising resilience and influencing skills and be a key enabler for the continued development of imaging networks. • NHS Values: I will embed the behaviours that support the NHS values, including equality, diversity and inclusion. • Quality and standards: I will understand the need for quality standards within imaging services, supporting standardisation of work where applicable.
Physiological Science specific	• Capacity and Demand: I will understand how capacity and demand analysis applies in the context of a diagnostic service (e.g. specific such as types of demand for diagnostic services (new, surveillance, urgent), understanding opportunities for demand management, managing demand for different speciality or disease pathways, • Waiting list and patient tracking: I will understand opportunities for diagnostic services to work across providers as Networks in managing PTLs.

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	• PDSAs: (Link to the material produced by the diagnostic transformation programme) I will understand the approach for and be stimulated to generate PDSA ideas (via a range of online case studies and improvement guides). • Digital Competency: TBC • <i>Diagnostic Network assessments of digital maturity and the national digital diagnostic capability programme will provide material for this section</i> • Governance and Data: I will understand the external accreditation / QA programmes in places for different diagnostics services (e.g. UKAS IQIPS, JAG) • Political Context and the Broader Health and Care System: I will understand the core themes of national strategy relating to diagnostic services, including the development of community diagnostic services,
	splitting elective and acute diagnostics and focus on managing demand and improving productivity and capacity in diagnostics • Services in a network context: I will understand how individual services form part of a wider diagnostic network and the operational improvements that Networks are implementing (image and results sharing, mutual aid and shared PTLs in diagnostics) • Network Intelligence: I will know more about how to find more information about my local diagnostic Network and how to engage with them. • Capacity Utilisation: I will understand the concept of diagnostics being a supply sensitive service and therefore need to ensure that capacity is used effectively. • Right sizing approaches: I will have an understanding of approaches to ensure the right patients received the right tests at the right time. • Demand Management: I will understand demand management in diagnostics such as diagnostic referral guidance, understanding referral routes, clinical decision support to referrers (e.g. i-refer), Triage of diagnostic referrals, educating referrers

TENDER RESPONSE

Question 1 – Mobilisation

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Capacity & Capability

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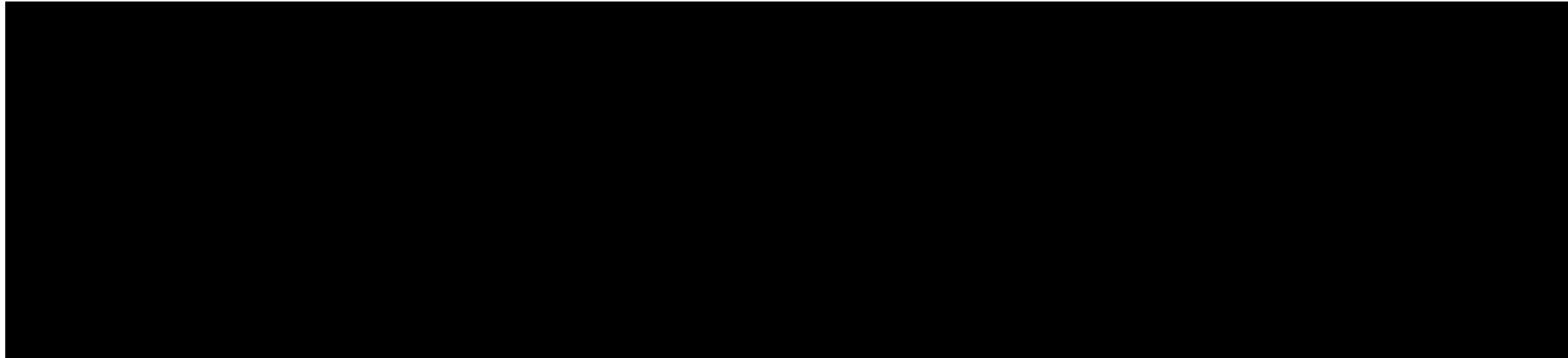
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Classification: Official

Schedule 6
Commercial Schedule



KPI	Description	Standard
1	Training coverage across defined target audience virtual and face to face as set out in Questionnaire 3 - Commercial Questionnaire Variation must be rationalised in monthly reporting cycle.	Q1 20% Q2 40% Q3 60% Q4 90%
2	Positive evaluation of training It would be expected that this incorporates a continuous improvement cycle, to reflect valid participant feedback in augmented training delivery to improve learning outcomes and/or experience for future participants To be formally assessed at months 6 and 12.	75% or higher met or exceeded expectations

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3	Evidence provision to demonstrate position impact on operational service. Progress to be assessed at month 6, with final review and delivery at month 12.	6 case studies minimum
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Total Contract Value: £6,100,000

Schedule 7

Staff transfer

The optional parts of this 7 below shall only apply to this Contract where such parts have been checked.

Part A ☒ No staff transfer to the Supplier under TUPE (only applicable to the Contract if this box is checked)

- 1.1 The Parties agree that at the commencement of the provision of Services by the Supplier TUPE, the Cabinet Office Statement and Fair Deal for Staff Pensions shall not apply so as to transfer the employment of any employees of the Authority or a Third Party to the Supplier.
- 1.2 If any person who is an employee of the Authority or a Third Party claims, or it is determined, that their contract of employment has been transferred from the Authority or Third Party to the Supplier or a Sub-contractor pursuant to TUPE, or claims that their employment would have so transferred had they not resigned, then:
 - 1.2.1 the Supplier will, within seven (7) days of becoming aware of that fact, give notice in writing to the Authority;
 - 1.2.2 the Authority or Third Party may offer employment to such person within twenty-eight (28) days of the notification by the Supplier;
 - 1.2.3 if such offer of employment is accepted, the Supplier or a Sub-contractor shall immediately release the person from their employment;
 - 1.2.4 if after that period specified in Clause 1.2.2 of Part A of this 0 has elapsed, no offer of employment has been made by the Authority or Third Party, or such offer has been made by the Authority or Third Party but not accepted within a reasonable time, the Supplier or Sub-contractor shall employ that person in accordance with its obligations and duties under TUPE and shall be responsible for all liabilities arising in respect of any such person and shall (where relevant) be bound to apply Fair Deal for Staff Pensions in respect of any such person in accordance with the provisions of Part D of this 0.

Part B ☐ Staff transfer from the Authority under TUPE (only applicable to the Contract if this box is checked)

- 1.1 The Parties agree that the commencement of the provision of Services under this Contract shall give rise to a relevant transfer as defined in TUPE. Accordingly the contracts of employment of the Transferring Employees will transfer on the Transfer Date to the Supplier or any Sub-contractor pursuant to TUPE, the Cabinet Office Statement and Fair Deal for Staff Pensions.
- 1.2 The Supplier agrees, or shall ensure by written agreement that any Sub-contractor shall agree, to accept the Transferring Employees into its employment on the

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Transfer Date upon their then current terms and conditions of employment (including the right to continued access to the NHS Pension Scheme or access to a Broadly Comparable pension scheme which shall be dealt with in accordance with Part D of this 0) and with full continuity of employment.

1.3 The Supplier's agreement in Clause 1.2 of Part B of this 0 (and any subsequent agreement by any Sub-contractor), is subject to the right of any employee identified as a Transferring Employee to object to being transferred to the Supplier or any Subcontractor.

1.4 The Supplier will, or shall ensure by written agreement that any Sub-contractor will:

1.4.1 not later than twenty eight (28) days after issue of a written notice in writing to it from the Authority, provide the Authority with the information required under regulation 13(4) of TUPE. The Supplier shall be liable to the Authority for, and shall indemnify and keep the Authority indemnified against, any loss, damages, costs, expenses (including without limitation legal costs and expenses), claims or proceedings that arise or result from any breach of this obligation;

1.4.2 provide such assistance and information to the Authority as it may reasonably request to facilitate a smooth and efficient handover of the Transferring Employees to the Supplier or any Sub-contractor (including attendance at any meetings with Transferring Employees, trade unions and employee representatives);

1.4.3 comply with its obligations to inform and, if necessary, consult with the appropriate representatives of any employees who are affected by the relevant transfer in accordance with regulation 13 of TUPE; and

1.4.4 immediately following the Transfer Date comply with its obligation to consult with the appropriate representatives of the Transferring Employees about any Measures in accordance with regulation 13(6) of TUPE.

1.5 The Authority will on or before the Transfer Date:

1.5.1 pay all wages, salaries and other benefits of the Transferring Employees (including any contributions to retirement benefit schemes) and discharge all other financial obligations (including reimbursement of any expenses) owing to the Transferring Employees in respect of the period before the Transfer Date;

1.5.2 procure that any loans or advances made to the Transferring Employees before the Transfer Date are repaid to it;

1.5.3 account to the proper authority for all PAYE tax deductions and national

insurance contributions payable in respect of the Transferring Employees in the period before the Transfer Date; and

1.5.4 pay the Supplier the amount which would be payable to each of the Transferring Employees in lieu of accrued but untaken holiday entitlement as at the Transfer Date.

1.6 The Authority will:

1.6.1 provide such assistance and information to the Supplier as it may reasonably request to facilitate a smooth and efficient handover of the Transferring Employees to the Supplier or any Sub-contractor, including the provision of all employee liability information identified in regulation 11 of TUPE in relation to the Transferring Employees; and

1.6.2 comply with its obligations to inform and, if necessary, consult with the appropriate representatives of any employees who are affected by the relevant transfer in accordance with regulation 13 of TUPE.

1.7 The Authority shall indemnify and keep indemnified the Supplier in relation to any Employment Liabilities arising out of or in connection with any claim which arises as a result of any act or omission of the Authority in relation to the Transferring Employees prior to the Transfer Date save for where such act or omission results from complying with the instructions of the Supplier or Sub-contractor, including the Supplier or Subcontractor failing to comply with its obligations under regulation 13 of TUPE, but only to the extent that such claim is brought by:

1.7.1 any of the Transferring Employees (whether on their own behalf or in their capacity as employee representatives); or

1.7.2 any trade union, staff association or staff body recognised by the Authority in respect of any of the Transferring Employees or any employee representatives acting on behalf of any of the Transferring Employees.

1.8 The Supplier shall be responsible for or shall procure that any relevant Sub-contractor shall be responsible from the Transfer Date for all remuneration, benefits, entitlements and outgoings in respect of the Transferring Employees and other Staff.

1.9 The Supplier shall indemnify and will keep indemnified the Authority in relation to any Employment Liabilities arising out of or in connection with:

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- 1.9.1 any act or omission of the Supplier or Sub-contractor on or after the Transfer Date (or any other event or occurrence after the Transfer Date) in respect of any Transferring Employee or Staff (including but not limited to any liability which arises because a Transferring Employee's employment with the Supplier or Sub-contractor is deemed to include their previous continuous employment with the Authority);
 - 1.9.2 any act or omission of the Supplier or Sub-contractor in relation to its obligations under regulation 13 of TUPE, or in respect of an award of compensation under regulation 15 of TUPE except to the extent that the liability arises from the Authority's failure to comply with regulation 13 of TUPE;
 - 1.9.3 any allegation or claim by a Transferring Employee or any other employee of the Authority that in consequence of the transfer of Services to the Supplier or Sub-contractor there has or will be a substantial change in such Transferring Employee's working conditions to their detriment within regulation 4(9) of TUPE; and
 - 1.9.4 any allegation or claim that the termination of employment of any of the Transferring Employees or any other employee of the Authority whether on or before the Transfer Date which arises as a result of any act or omission by the Supplier or Sub-contractor save for where such act or omission results from complying with the instructions of the Authority.
- 1.10 If any person who is an employee of the Authority who is not a Transferring Employee claims or it is determined that their contract of employment has been transferred from the Authority to the Supplier or any Sub-contractor pursuant to TUPE, or claims that their employment would have so transferred had they not resigned:
- 1.10.1 the Supplier will, within seven (7) days of becoming aware of that fact, give notice in writing to the Authority;
 - 1.10.2 the Authority may offer employment to such person within twenty eight (28) days of the notification by the Supplier;
 - 1.10.3 if such offer of employment is accepted, the Supplier or Sub-contractor shall immediately release the person from their employment; and

- 1.10.4 if after the period specified in Clause 1.10.2 of Part B of this 0 has elapsed, no offer of employment has been made by the Authority or such offer has been made by the Authority but not accepted within a reasonable time, the Supplier or Sub-contractor shall employ that person in accordance with its obligations and duties under TUPE and shall be responsible for all liabilities arising in respect of any such person from the Transfer Date.

Part C ☐ Staff transfer from a current provider under TUPE (only applicable to the Contract if this box is checked)

- 1.1 The Parties agree that the commencement of the provision of Services under this Contract shall give rise to a relevant transfer as defined in TUPE. Accordingly the contracts of employment of the Third Party Employees will transfer on the Transfer Date to the Supplier or a Sub-contractor pursuant to TUPE, the Cabinet Office Statement and (where relevant) Fair Deal for Staff Pensions.
- 1.2 The Supplier agrees, or shall ensure by written agreement that any Sub-contractor shall agree, to accept the Third Party Employees into its employment on the Transfer Date upon their then current terms and conditions of employment (and including (where relevant) the right to secure access or continued access to the NHS Pension Scheme or access or continued access to a Broadly Comparable pension scheme in accordance with Fair Deal for Staff Pensions (which shall be dealt with in accordance with Part D of this 0) and with full continuity of employment.
- 1.3 The Supplier's agreement in Clause 1.2 of Part C of this 0 (and any subsequent agreement by any Sub-contractor), is subject to the right of any Third Party Employee to object to being transferred to the Supplier or any Sub-contractor.
- 1.4 The Supplier will, or shall ensure by written agreement that any Sub-contractor will:
- 1.4.1 not later than twenty eight (28) days after issue of a written notice in writing to it from the Authority, provide the Third Party with the information required under regulation 13(4) of TUPE. The Supplier shall be liable to the Authority for, and shall indemnify and keep the Authority and any Third Party indemnified against, any loss, damages, costs, expenses (including without limitation legal costs and expenses), claims or proceedings that arise or result from any breach of this obligation;
- 1.4.2 provide such assistance and information to the Third Party as it may reasonably request to facilitate a smooth and efficient handover of the Third Party Employees to the Supplier or any Sub-contractor (including attendance at any meetings with Third Party Employees, trade unions and employee representatives);

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- 1.4.3 comply with its obligations to inform and, if necessary, consult with the appropriate representatives of any employees who are affected by the relevant transfer in accordance with regulation 13 of TUPE; and
- 1.4.4 immediately following the Transfer Date comply with its obligation to consult with the appropriate representatives of the Third Party Employees about any Measures in accordance with regulation 13(6) of TUPE.
- 1.5 The Supplier shall be responsible for, or shall procure that any relevant Sub-contractor shall be responsible from the Transfer Date, for all remuneration, benefits, entitlements and outgoings in respect of the Third Party Employees and other Staff.
- 1.6 The Supplier shall indemnify and will keep indemnified the Authority and any Third Party in relation to any Employment Liabilities arising out of or in connection with:
 - 1.6.1 any act or omission of the Supplier or a Sub-contractor on or after the Transfer Date (or any other event or occurrence after the Transfer Date) in respect of any Third Party Employee or Staff (including but not limited to any liability which arises because a Third Party Employee's employment with the Supplier or a Sub-contractor is deemed to include their previous continuous employment with the Third Party);
 - 1.6.2 any act or omission of the Supplier or a Sub-contractor in relation to its obligations under regulation 13 of TUPE, or in respect of an award of compensation under regulation 15 of TUPE except to the extent that the liability arises from the Third Party's failure to comply with regulation 13 of TUPE;
 - 1.6.3 any claim or allegation by a Third Party Employee or any other employee of the Authority or Third Party that in consequence of the transfer of Services to the Supplier or a Sub-contractor there has or will be a substantial change in their working conditions to their detriment within regulation 4(9) of TUPE; and
 - 1.6.4 any claim or allegation that the termination of employment of any of the Third Party Employees or any other employee of the Third Party whether on or before the Transfer Date or not which arise as a result of any act or omission by the Supplier or a Sub-contractor save for where such act or omission results from complying with the instructions of the Authority.
- 1.7 The Authority shall use reasonable endeavours to transfer to the Supplier or any Subcontractor the benefit of any indemnity it has from the Third Party.

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Part D ☐ Provisions regarding pensions (only applicable to the Contract if this box is checked or Clause 1.2.4 of Part A of this 0 applies)

Broadly comparable pension benefits ☐ (Clause 1.4 of this Part D of this 0 only applies to the Contract if this box is checked or 1.2.4 of Part A of this 0 applies. For the avoidance of doubt, where this box is not checked, but the Part D box above is checked all of the provisions of this Part D of this 0 shall apply to this Contract except Clause 1.4 of this Part D of this 0)

1 Pension protection for Eligible Employees

1.1 General

1.1.1 The Supplier shall procure that, if relevant, each of its Sub-contractors shall comply with the provisions in this 0 as if references to the Supplier were to the Sub-contractor.

1.2 Membership of the NHS Pension Scheme

1.2.1 In accordance with Fair Deal for Staff Pensions, the Supplier to which the employment of any Eligible Employee compulsorily transfers as a result of the award of this Contract, if not an NHS Body or other employer which participates automatically in the NHS Pension Scheme, shall on or before the Employee Transfer Date, each secure a Direction Letter to enable the Eligible Employees to retain either continuous active membership of or eligibility for, the NHS Pension Scheme, or as appropriate rejoin or secure eligibility for the NHS Pension Scheme for so long as they remain employed in connection with the delivery of the Services under this Contract.

1.2.2 The Supplier must supply to the Authority a complete copy of the Direction Letter as soon as reasonably practicable after the Employee Transfer Date.

1.2.3 The Supplier shall comply with the terms of the Direction Letter (including any terms which change as a result of changes in Law) for so long as it remains bound by the terms of the Direction Letter.

1.2.4 Where any Staff (including any Transferred Staff) omitted from the Direction Letter supplied in accordance with Part D of this 0 is subsequently found to be an Eligible Employee, the Supplier (or its Sub-contractor if relevant) will ensure that that person is treated as an Eligible Employee from the Employee Transfer Date so that their Pension Benefits and Premature Retirement Rights are not adversely affected.

1.2.5 The Supplier shall ensure that all data relating to the Eligible Employees and the NHS Pension Scheme is up to date and is provided to the Authority as requested from time to time.

1.3 Contributions payable

1.3.1 The Supplier shall pay to the NHS Pension Scheme all such amounts as are due under the Direction Letter and shall deduct and pay to the NHS Pension Scheme such employee contributions as are required by the NHS Pension Scheme.

1.3.2 Where during the Term the standard employer contribution rate which the Supplier is required to pay into the NHS Pension Scheme pursuant to the terms of its Direction Letter is increased to a rate which is over and above the rate which was applicable to the Supplier as at the date of this Contract and such rate increase results in an increased cost to the Supplier overall in relation to the provision of the Services ("Cost Increase"), the Supplier shall (subject to Clause 1.3.3 of Part D of this 0 and the provision of supporting information) be entitled to recharge a sum equal to the Cost Increase to the Authority. The Supplier shall only be entitled to recharge any Cost Increase to the Authority pursuant to this Clause 1.3.2 of Part D of this 0 in circumstances where the Cost Increase arises solely as a direct result of a general increase in the employer contribution rate applicable to all employers participating in the NHS Pension Scheme and not in circumstances where the employer contribution rate applicable to the Supplier is increased for any other reason, including as a result of any acts or omissions of the Supplier which give rise to any costs or additional charges (including interest) being charged to the Supplier which are over and above the minimum employer contributions payable by an employer in the NHS Pension Scheme (including as a result of a failure by the Supplier to comply with the terms of its Direction Letter or to meet its obligations to the NHS Pension Scheme).

1.3.3 The Supplier must supply all such information as the Authority may reasonably request from time to time in order to support any claim made by the Supplier pursuant to Clause 1.3.2 of Part D of this 0 in relation to a Cost Increase.

1.3.4 Where during the Term the standard employer contribution rate which the Supplier is required to pay in relation to the NHS Pension Scheme pursuant to the terms of its Direction Letter is decreased as part of a general reduction in the standard employer contribution rate applicable to all employers participating in the NHS Pension Scheme to a rate which is lower than that which was applicable as at the date of this Contract and such decrease results in a cost saving for the Supplier (a

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“Cost Saving”), the Authority shall be entitled to reduce the amounts payable to the Supplier under this Contract by an amount equal to the Cost Saving. The Authority shall be entitled to deduct any Cost Saving from sums otherwise payable by the Authority to the Supplier under this Contract.

1.4 Broadly Comparable Pension Benefits

1.4.1 If the Authority in its sole discretion agrees that the Supplier or Sub-contractor need not provide the Eligible Employees with access to the NHS Pension Scheme, the Supplier must ensure that, with effect from the Employee Transfer Date until the day before the Subsequent Transfer Date, the Eligible Employees are offered access to a scheme under which the Pension Benefits are Broadly Comparable to those provided under the NHS Pension Scheme.

1.4.2 The Supplier must supply to the Authority details of its Broadly Comparable scheme and provide a full copy of the valid certificate of Broad Comparability covering all Eligible Employees, as soon as it is able to do so and in any event no later than twenty eight (28) days before the Employee Transfer Date.

1.5 Transfer Option where Broadly Comparable Pension Benefits are provided

1.5.1 As soon as reasonably practicable and in any event no later than twenty (20) Business Days after the Employee Transfer Date, the Supplier must provide the Eligible Employees with the Transfer Option, where a Third Party offered, or the Supplier offers, a Broadly Comparable scheme.

1.6 Calculation of Transfer Amount

1.6.1 The Authority shall use reasonable endeavours to procure that twenty (20) Business Days after the Transfer Option Deadline, the Transfer Amount is calculated by the Third Party’s Actuary or the Authority’s Actuary (as appropriate) on the following basis and notified to the Supplier along with any appropriate underlying methodology.

1.6.2 If the Third Party offers a Broadly Comparable scheme to Eligible Employees:

- (i) the part of the Transfer Amount which relates to benefits accrued in that Broadly Comparable scheme other than those in Clause (ii) of Part D of this 0 below must be aligned to the funding requirements of that scheme; and
- (ii) the part of the Transfer Amount which relates to benefits accrued in the NHS Pension Scheme (having been previously

bulk transferred into the Third Party's Broadly Comparable scheme), must be aligned to whichever of:

- (A) the funding requirements of the Third Party's Broadly Comparable scheme; or
- (B) the principles under which the Third Party's Broadly Comparable scheme received a bulk transfer payment from the NHS Pension Scheme (together with any shortfall payment),
gives the higher figure, provided that where the principles require the assumptions to be determined as at a particular date, that date shall be the Employee Transfer Date.

1.6.3 In the case of Transferring Employees or any Third Party Employees who have access to the NHS Pension Scheme (and who are classed as Eligible Employees), the Transfer Amount shall be calculated by the NHS Pension Scheme's Actuary on the basis applicable for bulk transfer terms from the NHS Pension Scheme set by the Department of Health from time to time.

1.6.4 Each Party shall promptly provide to the Actuary calculating or verifying the Transfer Amount any documentation and information which that Actuary may reasonably require.

1.7 Payment of Transfer Amount

Subject to:

- 1.7.1 the period for acceptance of the Transfer Option having expired; and
- 1.7.2 the Supplier having provided the trustees or managers of the Third Party's pension scheme (or NHS Pensions, as appropriate) with completed and signed forms of consent in a form acceptable to the Third Party's pension scheme (or NHS Pensions) from each Eligible Employee in respect of the Transfer Option; and
- 1.7.3 the calculation of the Transfer Amount in accordance with Clause 1.6 of Part D of this 0; and
- 1.7.4 the trustees or managers of the Supplier's (or any Sub-contractor's) Broadly Comparable scheme (or NHS Pensions, as appropriate) having confirmed in writing to the trustees or managers of the Third Party's pension scheme (or NHS Pensions, as appropriate) that they are ready, willing and able to receive the Transfer Amount and the bank

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details of where the Transfer Amount should be sent, and not having revoked that confirmation,

the Authority will use reasonable endeavours to procure that the Third Party's pension scheme (or the NHS Pension Scheme, as appropriate) shall, on or before the Payment Date, transfer to the Supplier's Broadly Comparable scheme (or NHS Pension Scheme) the Transfer Amount in cash, together with any cash or other assets which are referable to additional voluntary contributions (if any) paid by the Eligible Employees which do not give rise to salary-related benefits.

1.8 Credit for Transfer Amount

- 1.8.1 Subject to prior receipt of the Transfer Amount, by the trustees or managers of the Supplier's Broadly Comparable scheme (or NHS Pensions, as appropriate), the Supplier must procure that year-for-year day-for-day service credits are granted in the Supplier's (Broadly Comparable scheme (or NHS Pension Scheme), or an actuarial equivalent agreed by the Authority's Actuary (and NHS Pension Scheme Actuary) in accordance with Fair Deal for Staff Pensions as a suitable reflection of the differences in benefit structure between the NHS Pension Scheme and the Supplier's pension scheme.
- 1.8.2 To the extent that the Transfer Amount is or shall be insufficient to provide benefits in the receiving scheme on the basis set out in Clause 1.8.1 above, the Supplier shall be liable to make a top-up payment into the receiving scheme such that benefits shall be provided by the receiving scheme on the basis set out in Clause 1.8.1 above.

1.9 Premature Retirement Rights

- 1.9.1 From the Employee Transfer Date until the day before the Subsequent Transfer Date, the Supplier must provide Premature Retirement Rights in respect of the Eligible Employees that are identical to the benefits they would have received had they remained employees of an NHS Body or other employer which participates automatically in the NHS Pension Scheme.

1.10 Breach and Cancellation of any Direction Letter(s) and Right of Set-Off

- 1.10.1 The Supplier agrees that it shall notify the Authority if it breaches the terms of the Direction Letter. The Supplier also agrees that the Authority is entitled to make arrangements with NHS Pensions for the Authority to be notified if the Supplier breaches the terms of this Direction Letter.
- 1.10.2 If the Authority is entitled to terminate this Contract pursuant to Clause 15.5.5 of Schedule 2, the Authority may in its sole discretion instead of

exercising its right under Clause 15.5.5 of Schedule 2 permit the Supplier to offer Broadly Comparable Pension Benefits, on such terms as decided by the Authority.

- 1.10.3 If the Authority is notified by NHS Pensions of any NHS Pension Scheme Arrears, the Authority shall be entitled to deduct all or part of those arrears from any amount due to be paid by the Authority to the Supplier having given the Supplier five (5) Business Days' notice of its intention to do so, and to pay any sum deducted to NHS Pensions in full or partial settlement of the NHS Pension Scheme Arrears. This set-off right is in addition to and not instead of the Authority's right to terminate the Contract under Clause 15.5.5 of Schedule 2.

1.11 Compensation

- 1.11.1 If the Supplier is unable to provide the Eligible Employees with either:

- (i) membership of the NHS Pension Scheme (having used its best endeavours to secure a Direction Letter); or
- (ii) a Broadly Comparable scheme,
the Authority may in its sole discretion permit the Supplier to compensate the Eligible Employees in a manner that is Broadly Comparable or equivalent in cash terms, the Supplier having consulted with a view to reaching agreement any recognised trade union or, in the absence of such body, the Eligible Employees. The Supplier must meet the costs of the Authority in determining whether the level of compensation offered is reasonable in the circumstances.

- 1.11.2 This flexibility for the Authority to allow compensation in place of Pension Benefits is in addition to and not instead of the Authority's right to terminate the Contract under Clause 15.5.5 of Schedule 2.

1.12 Supplier Indemnities Regarding Pension Benefits and Premature Retirement Rights

- 1.12.1 The Supplier must indemnify and keep indemnified the Authority and any Successor against all Losses arising out of any claim by any Eligible Employee that the provision of (or failure to provide) Pension Benefits and Premature Retirement Rights from the Employee Transfer Date, or the level of such benefit provided, constitutes a breach of his or her employment rights.
- 1.12.2 The Supplier must indemnify and keep indemnified the Authority, NHS Pensions and any Successor against all Losses arising out of the Supplier (or its Sub-contractor) allowing anyone who is not an Eligible

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Employee to join or claim membership of the NHS Pension Scheme at any time during the Term.

- 1.12.3 The Supplier must indemnify the Authority, NHS Pensions and any Successor against all Losses arising out of its breach of this Part D of this 0 or the terms of the Direction Letter.

1.13 Sub-contractors

- 1.13.1 If the Supplier enters or has at the Commencement Date entered into a Subcontract for delivery of all or part of the Services it shall impose obligations on its Sub-contractor in the same terms as those imposed on the Supplier in relation to Pension Benefits and Premature Retirement Benefits by this Part D of this 0, including requiring that:

- (i) if the Supplier has secured a Direction Letter, the Sub-contractor also secures a Direction Letter in respect of the Eligible Employees for their future service with the Sub-contractor as a condition of being awarded the Sub-contract; or
- (ii) if the Supplier has offered the Eligible Employees access to a pension scheme under which the benefits are Broadly Comparable to those provided under the NHS Pension Scheme, the Sub-contractor either secures a Direction Letter in respect of the Eligible Employees or provides Eligible Employees with access to a scheme with Pension Benefits which are Broadly Comparable to those provided under the NHS Pension Scheme and in either case the option for Eligible Employees to transfer their accrued rights in the Supplier's pension scheme into the Sub-contractor's Broadly Comparable scheme (or where a Direction Letter is secured by the Sub-contractor, the NHS Pension Scheme) on the basis set out in

Clause 1.8 of Part D of this 0, except that the Supplier or the Sub-contractor as agreed between them, must make up any shortfall in the transfer amount received from the Supplier's pension scheme.

1.14 Direct Enforceability by the Eligible Employees

- 1.14.1 Notwithstanding Clause 30.8 of Schedule 2, the provisions of this Part D of this 0 may be directly enforced by an Eligible Employee against the Supplier and the Parties agree that the Contracts (Rights of Third Parties) Act 1999 shall apply to the extent necessary to ensure that any Eligible Employee shall have the right to enforce any obligation owed to him or her by the Supplier under this Part D of this 0 in his or

her own right under section 1(1) of the Contracts (Rights of Third Parties) Act 1999.

- 1.14.2 Further, the Supplier must ensure that the Contracts (Rights of Third Parties) Act 1999 shall apply to any Sub-contract to the extent necessary to ensure that any Eligible Employee shall have the right to enforce any obligation owed to them by the Sub-contractor in his or her own right under section 1(1) of the Contracts (Rights of Third Parties) Act 1999.

1.15 Pensions on Transfer of Employment on Exit

1.15.1 In the event of any termination or expiry or partial termination or expiry of this Contract which results in a transfer of the Eligible Employees, the Supplier must (and if offering a Broadly Comparable scheme, must use all reasonable efforts to procure that the trustees or managers of that pension scheme must):

- (i) not adversely affect pension rights accrued by the Eligible Employees in the period ending on the Subsequent Transfer Date;
- (ii) within thirty (30) Business Days of being requested to do so by the Authority or Successor, (or if the Successor is offering Eligible Employees access to the NHS Pension Scheme, by NHS Pensions), provide a transfer amount calculated in accordance with Clause 1.6 of this Part D of this 0; and
- (iii) do all acts and things, and provide all information and access to the Eligible Employees, as may in the reasonable opinion of the Authority be necessary or desirable and to enable the Authority and/or the Successor to achieve the objectives of Fair Deal for Staff Pensions.

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Schedule 5

Expert Determination

1 Dispute Process

- 1.1 During any Dispute, including a Dispute as to the validity of the Contract, it is agreed that the Supplier shall continue its performance of the provisions of the Contract (unless the Authority requests in writing that the Supplier does not do so).
- 1.2 In the case of a Dispute the Supplier and the Authority shall make every reasonable effort to communicate and cooperate with each other with a view to resolving the Dispute and shall follow the procedure set out in this Schedule 8.
- 1.3 In the event of a Dispute either Party may serve a Dispute Notice on the other Party to commence formal resolution of the Dispute. The Dispute Notice shall set out:
 - 1.3.1 the material particulars of the Dispute; and
 - 1.3.2 the reasons why the Party serving the Dispute Notice believes the Dispute has arisen.
- 1.4 Following the service of a Dispute Notice the Parties shall first seek to resolve the Dispute by convening a meeting between the Authority's Contract Manager and the Supplier's Contract Manager (together the "**Contract Managers**").
 - 1.4.1 The meeting of the Contract Managers must take place within five (5) Business Days of the date of the Dispute Notice (the "**Dispute Meeting**").
 - 1.4.2 The Contract Managers shall be given ten (10) Business Days following the date of the Dispute Meeting to resolve the Dispute.
 - 1.4.3 The Contract Managers can agree to further meetings at levels 2 and/or 3, as referred to at Clause 5.1 of the Key Provisions in Schedule 1, in addition to the Dispute Meeting, but such meetings must be held within the ten (10) Business Day timetable set out in Clause 1.4.2 of this Schedule 8.
 - 1.4.4 If at any point it becomes clear that the timetable set out cannot be met or has passed, the Parties may (but shall be under no obligation to) agree in writing to extend the timetable. Any agreed extension to the timetable shall have the effect of delaying the start of the subsequent stages by the period agreed in the extension.
- 1.5 If the procedure set out in Clause 1.4 of this Schedule 8 has been exhausted and fails to resolve the Dispute either Party may request the Dispute be resolved by way of a binding expert determination (pursuant to Clause 1.6 of this Schedule 8). For the avoidance of doubt, the Expert shall determine all matters (including, without limitation, matters of contractual construction and interpretation) in

connection with any Dispute referred to binding expert determination pursuant to Clause 1.6 of this Schedule 8.

1.6 Where the Dispute is referred to binding expert determination the following process will apply:

1.6.1 The Party wishing to refer the Dispute to expert determination shall give notice in writing to the other Party informing it of its wish to refer the Dispute to expert determination and giving brief details of its position in the Dispute.

1.6.2 The Parties shall attempt to agree upon a single expert (who must have no connection with the Dispute unless both Parties have consented in writing)

(an “**Expert**”). For the avoidance of doubt, where the Dispute relates to contractual interpretation and construction, the Expert may be Queen’s Counsel. In the event that the Parties fail to agree upon an Expert within five (5) Business Days following the date of the notice referred to in Clause 1.6.1 of this Schedule 8 (or if the person agreed upon is unable or unwilling to act), the Parties agree that the Expert will be nominated and confirmed to be appointed by the Centre for Effective Dispute Resolution.

1.6.3 The Expert must be willing and able to complete the expert determination process within thirty (30) Business Days of the Date of Final Representations (as defined in Clause 1.6.5 of this Schedule 8).

1.6.4 The Expert shall act as an expert not as an arbitrator or legal advisor. There will be no formal hearing and the Expert shall regulate the procedure as he sees fit.

1.6.5 The Parties shall each have the right to make written representations to the Expert and will, with reasonable promptness, provide the Expert with such assistance and documents as the Expert reasonably requires for the purpose of reaching a decision. Such representations must be made within twenty eight (28) Business Days of the Expert being appointed, or fourteen (14) Business Days after the last documents requested by the Expert have been provided to the Expert, whichever is the later (“**Date of Final Representations**”). Any documents provided to the Expert and any correspondence to or from the Expert, including email exchanges, shall be copied to the other Party simultaneously.

1.6.6 The Expert shall have the power to open up, review and revise any certificate, opinion, requisition or notice and to determine all matters in Dispute (including his jurisdiction to determine matters that have been referred to him).

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- 1.6.7 The Expert may take such advice and assistance from professional advisers or other third parties as he reasonably considers appropriate to enable him to reach a determination of the Dispute and may issue orders that one or both of the Parties are to pay such third party costs, stating the proportion. For the avoidance of doubt, where the Expert is not Queen's Counsel, and the Expert requires advice or assistance on matters of contractual interpretation and construction, the expert may take such advice and assistance from a third party Queen's Counsel of their choosing under this Clause 1.6.7 of this Schedule 8. The Parties will pay any such third party costs incurred pursuant to this Clause 1.6.7 of this Schedule 8 in such proportions as the Expert shall order. In the absence of such order such third party costs will be paid equally.
 - 1.6.8 The Expert shall provide the Parties with a written determination of the Dispute (the "**Expert's Decision**") within thirty (30) Business Days of the Date of Final Representations, which shall, in the absence of fraud or manifest error, be final and binding on the Parties.
 - 1.6.9 The Expert's Decision shall include reasons.
 - 1.6.10 The Parties agree to implement the Expert's Decision within five (5) Business Days of the Expert's Decision being provided to them or as otherwise specified as part of the Expert's Decision.
 - 1.6.11 The Parties agree that the Expert shall be entitled to proceed to give his binding determination should one or both Parties fail to act in accordance with the procedural timetable set out above.
 - 1.6.12 The Parties will pay the Expert's costs in such proportions as the Expert shall determine. In the absence of such determination such costs will be shared equally.
 - 1.6.13 The Parties agree to keep confidential all information arising out of or in connection with the expert determination, including details of the underlying Dispute, except where disclosure is required by Law.
- 1.7 Nothing in this Contract shall prevent:
 - 1.7.1 the Authority taking action in any court in relation to any death or personal injury arising or allegedly arising in connection with the provision of the Services; or
 - 1.7.2 either Party seeking from any court any interim or provisional relief that may be necessary to protect the rights or property of that Party (including Intellectual Property Rights) or which relates to the safety of patients and other service users or the security of Confidential Information, pending the resolution of the relevant Dispute in accordance with the Dispute Resolution Procedure.

- 1.8 Subject to Clause 1.7 of this Schedule 8 neither Party may commence legal proceedings in relation to a Dispute until the dispute resolution procedures set out in this Schedule 5 have been exhausted. For the avoidance of doubt, either Party may commence legal proceedings to enforce the Expert's Decision.
- 1.9 This Schedule 8 shall survive the expiry of or earlier termination of this Contract for any reason.