

(1) AoG Consultancy Services Order (CSO)

AoG Consultancy Services Order (CSO)

Part A – for Participating Agency (client) to complete

The Participating Agency (referred to as the client in Parts A – E of this Consultancy Services Order) will complete this and email the entire form (including all Parts) to the Provider.

Today's Date	3 August 2023	CSO or Project name	Pricing framework: primary care Workstream One
Agency	Te Whatu Ora	Provider	Sapere
Agency contact name & title	Jason Power	Provider contact name & title	David Moore
	Director Funding and Investment		Managing Director
Nominated Personnel		Nominated Personnel	
Agency email address	Jason.power@health.govt.nz	Provider email address	dmoore@thinksapere.com
Agency phone #		Provider phone #	s 9(2)(a)
Sub Category			
GCDO Assurance Sub Panel			
Protective Security Services Sub Panel			

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A1. Purpose and any background information

Purpose

The purpose of this initiative is to review the primary care sector and scope improvements to specific elements of services by:

1. Establishing a team that can complete a commissioning review of primary care services and the associated funding models. This commissioning programme of work aims to deliver a comprehensive investment and operational strategy work programme to ensure the systems, methods and mechanisms we use to provide primary health care are fit for purpose, sustainable, equitable, and reflect commitment to te Tiriti o Waitangi and the principles of the health reform;
2. Identifying appropriate funding mechanisms for the future commissioning of primary health care services.
3. Identifying the capacity needed to meet future demand for primary health care services, including exploring the implications of different workforce models and associated models of care.

These components will reflect the Te Whatu Ora's nationally planned, regionally delivered and locally tailored service delivery approach.

The pressures on Aotearoa's primary health care in the short, medium and long term are significant. Progress is required to address immediate system instability, to better serve the needs of the people of Aotearoa New Zealand and to prepare the health system for the future demands that will be placed upon it.

Problem statement

The current model underpinning primary health care services is not fit for purpose. It does not align with the principles of the health reform or the future vision outlined through Te Pae Tata, and does not achieve Pae Ora. Further, New Zealand's population is ageing, there is increasing frailty in that ageing population, meaning increased complexity particularly in primary and community care, and a need to provide a quality service that provides value based health care. A review of the basic structure, including the operating and funding model for services, is required to ensure they are grounded in the core values and principles which will achieve equity and whānau-centred services. The operating and funding model should be fit for purpose for the next decade.

Benefits

- Improvement in the quality of life of our older people and kaumatua, as a result of support services which are culturally appropriate, patient centred and equitable
- Development of integrated whole of system response to primary care services across Commissioning and Hospital & Specialist Services.
- Increased resilience in primary and community care, as whanau are supported in a team based environment.
- Whānau will be empowered to determine their health and well-being aspirations. The diversity of our population will be recognised and different needs for care for Māori, Pacific, rural, disabled and rainbow communities will be reflected in the service solutions

- Resource allocation will be aligned with the need for primary health care services, rather than reflecting inequitable historical patterns of utilisation and funding.
- Investment in human resource skills and experience to develop plans for sector sustainability and resilience
- Support for the health sector in the current reality and preparing for the future state.

Desired output

- A comprehensive analysis of resources, services and commissioning mechanisms to support the primary health care work programme.

Desired outcomes

- Development of Te Ao Māori models that reflect Mātauranga Māori and create opportunities for investment and service delivery that are Māori led
- An equitable and cost-effective health sector which prioritises those with unmet need
- Timescales met for a commissioning and investment programme
- Alignment of services with Pae Ora principles in the post-health reform context
- Resilience and responsiveness in primary health care services
- Encourage the adoption of innovative models of care and approaches that support whānau holistically
- Action taken on urgent risks and service access and continuity issues.

A2. Specific questions / instructions for Provider

A3. Additional Information e.g. risks to client, additional contact information

A4. Client specific requirements

A5. Timeframes

A6. Indicative budget

A7. Outputs of the Services

A8. Tables

[Tables can be inserted here]

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A9. Provider liability cap

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Part B – for Provider to complete

The Provider will complete Part B and email the form back to the client

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B1. Specific Services to be provided

Scope

Sapere is supporting the delivery of two workstreams related to the health of older persons:

1. Workstream One – demand and supply analysis, and funding mechanisms for extended general practice services (to be completed by June 2024)
2. Workstream Two – service and funding model design for urgent care services and rural primary health care (to be completed by June 2024)

This engagement covers **Workstream One - demand and supply analysis** through to June 2024 and enables Sapere to begin work urgently in parallel on Workstream Two. The CSO can be varied and extended if needed to enable completion of Workstream Two.

Workstream One Activities

The purpose of Workstream One is to:

3. Generate forecast scenarios for extended general practice services (including a range of workforce models that will cover aspects of allied health) under core demand assumptions.
4. Undertake supply/demand and funding projections to 2040
5. Identify pressure points, including insights on core issues such as regional variability, workforce, equity, and financial viability
6. Provide input into Budget 2024 processes, including indicative options analysis (and costings) for Te Whatu Ora to address key pressure points and to stabilise services under current funding mechanisms.

Key activities in scope are outlined below.

A1 Prepare and scope

This activity is focused on aligning expectations, exploring assumptions, and agreeing objectives and scope. The key steps are:

7. define objectives, scope, timeframes, and assumptions
8. define and the approach
9. identify the data and information required to support this review, and whether that information exists within Te Whatu Ora or needs to be collected
10. develop the plan, stakeholder engagement approach, and governance and delivery framework for this work.

Deliverables *D1 Workstream One Plan*, *D2 Stakeholder engagement approach*, and *D3 Terms of reference(s) for a working group* will support this scope item.

A2 Enabling analyses

Three background pieces of work will be completed in order to provide the basis for subsequent analysis. These will take the form of three working papers, each addressing a key strategic aspect of the workstream, and providing an explicit statement and rationale for key aspects of the approach that will be taken on the subsequent analysis. The three analyses are:

1. Scan and literature review. A brief literature review of international practice in primary care funding, and review of any relevant documents from Manatū Hauora, Te Whatu Ora and Te Aka Whai Ora.
2. An analysis of the characteristics of unmet need and complexity, and measurement proxies for these. These concepts will be operationalised in the subsequent analysis for this project, and this piece will provide the background and thinking on how that is done.
3. A brief analysis of the role of primary care in the health system, set particularly in the context of equity goals in Te Pae Tata and other relevant policy frameworks.

Deliverable **D4 Working papers** will support this scope item.

A3 Forecasting and financial modelling

This activity is focused on the financial modelling that is needed to support the current state assessment strategic assessment, and Budget 2024 inputs. The key steps, subject to data availability, are:

General practice workforce and demand modelling. This will require working with stakeholders in working group to generate a range of scenarios for future resources for providing extended general practice services under different assumptions of demand/unmet need distribution, and workforce mix, including allied health workforces.

1. Modelling demand scenarios taking into account key assumptions on:
 - a. unmet need;
 - b. changing complexity;
 - c. concentration of need and complexity in individual practices.
2. Modelling different workforce mix scenarios to meet demand, using workforce assumptions approved by the reference group.
3. Estimating resource use associated with demand and workforce scenarios, and associated funding and investment options.

A model for core general practice services will be available for input into Budget 2024, however a wider range of models for longer term investment will be explored through to the end of December 2023.

Deliverables **D5 Budget 2024 inputs**, **D6 forecast scenarios** and **D7 Report back for Boards** will support this scope item.

A4 Meso level services

This activity is focused on understanding the range of services currently delivered by PHOs around front line general practice (e.g. POACs, specialist nursing services etc.), painting a picture of variation in those services across Aotearoa, and identifying the areas of investment/divestment that would need to be considered in order to achieve a consistently equitable service offering across the country.

The key steps are:

1. Collating information on the range of services provided by PHOs
2. Identifying patterns of delivery across geographies and populations

3. Identifying the key patterns of variation and their implications for equitable service provision
4. Identifying options for where resources could be moved in order to improve equitable provision of these services.

Deliverable *D8 Meso level services* will support this scope item.

A5 Commissioning mechanisms

This activity will consider mechanisms, co-payments and dependencies for primary care services. This stream will analyse:

1. Funding mechanisms for primary care services, including co-payment, fee for service and bulk funding mechanisms, their associated strengths and weaknesses, and the feasibility of mixing funding mechanisms;
2. Associated regulatory requirements, such as regulating co-payments, and accountability for service provision
3. The interaction of different funding mechanisms with a variety of primary care business models and the incentives that emerge from them.

Deliverables *D9 Commissioning mechanisms for primary health care* will support this scope item.

A6 Peer review and completion

This activity will take the key outputs, particularly forecast demand models, pricing analysis and mechanism analysis and seek peer review both from within New Zealand and internationally, before finalising the definitive report of the Workstream. This will provide independent assurance of the robustness of the work.





Deliverable *D10 Final report* will be the outcome from this scope item.

Key deliverables

Key deliverables are outlined in the table below.

#	Deliverable	Target date	Sapere role	Te Whatu Ora role
D1	Workstream One Plan	31 Aug 2023	Support	Lead
D2	Stakeholder engagement approach	31 Aug 2023	Support	Lead
D3	Terms of reference(s) for governance and advisory groups	31 Aug 2023	Support	Lead
D4	Working papers	15 Sep 2023	Lead	Support
D5	Budget 2024 inputs	30 Nov 2023	Lead	Support
D6	Forecast scenarios	15 Dec 2023	Lead	Support
D7	Report back for Boards - high-level options & costs	15 Nov 2023	Lead	Support
D8	Meso level services	31 Mar 2024	Lead	Support
D9	Commissioning mechanisms	15 Dec 2023	Lead	Support
D10	Final report	30 June	Lead	Support

Team

Staff member	Position and role	Daily rate (AoG)
 <p>Tom Love (Director) has a background in Public Health and economics, and extensive experience in primary health care research and analysis. He has 14 years' experience consulting with Sapere, and previously worked in university health services research and economics departments, as well as in New Zealand health organisations, including the Health Funding Authority and its predecessors.</p>	Project lead	s 9(2)
 <p>Rohan Trill (Consultant) Rohan is a recent graduate from the University of Otago, where he completed a Master of Economics (with distinction) and a Bachelor of Commerce majoring in Economics along with a minor in Finance and Music Technology. Rohan has an aptitude for market analysis and has developed extensive data analytics skills through his work in the IDI.</p>	Analyst	s 9(2)(b)
 <p>Rebecca Rippon (Principal) Rebecca trained in the public health intelligence unit of Manatū Hauora and worked in DHB planning and funding for 12 years, before joining Sapere six years ago. Rebecca is a Principal and leads on our clinical services planning.</p>	Subject matter expertise	s 9(2)
 <p>David Moore (Managing Director) David is a well-known health advisor with a wide range of clients in New Zealand's health sector including decision and investment frameworks, funding formulas, pricing frameworks, health economic issues and complex contracts. David has offered comment on equity issues over several decades.</p>	Project lead	s

B2. Sub Category and Tier to be Provided

Selection	Sub-category of Services	Tier (1/2/3)
	Accounting	
	Assurance	
	Audit	
*	Finance and economics	1
	Procurement and logistics	
	Taxation	
	Business change	
	Human resource	
	Marketing and public relations	
	Operations management and risk	
	Policy, research and development	

B3. Can you confirm that the Nominated Personnel (if any) is available to provide the Services?

Yes

B4. Can you confirm that the timeframe is acceptable?

Yes

B5. Estimated Start and End Date

Start	19 June 2023	End	June 2024 (extendable)
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B6. Estimate / Quote (excluding GST, if any)

Fees	\$250,000
Administration Fee (Tier 1 and 2 only)	\$2,500
<i>(Optional)</i> The above Fees are apportioned as follows:	
Job Level 1	\$
Job Level 2	\$
Job Level 3	\$
Job Level 4	\$
Job Level 5	\$
Fixed Fee (Job Level 1)	\$
Fixed Fee (Job Level 2)	\$
Fixed Fee (Job Level 3)	\$
Fixed Fee (Job Level 4)	\$
Fixed Fee (Job Level 5)	\$
Monthly Retainer	\$
Subcontracting	\$
Expenses	\$
Total Charges	\$252,500
Identify whether the Total Charges is an Estimate / Quote and the method that the Charges have been calculated.	Estimate – calculated by hourly AOG rates.

Additional information / assumptions:

Any travel expenses to be charged at cost.
 If the project extends beyond November 2023, the costs can also be extended via contract variation.

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Job Level	Indicative Characteristics
Level 5	<ul style="list-style-type: none"> • 15+ years of extensive professional experience in their specialised field in a consultancy role. • An industry leader and key influencer who is respected for their professional proficiency and knowledge. • Recognised as a trusted adviser to ministers and/or senior executive teams. • Acts as the senior responsible person on major client engagements. Able to be accountable for leading complex projects/programs. • Responsible for leading a high performing team of professionals, including the coaching and mentoring of colleagues at Levels 1–4.
Level 4	<ul style="list-style-type: none"> • 10+ years of substantial professional experience in their specialised field in a consultancy role. • Strong theoretical base in subject area, with ability to apply best practice principles to the subject matter context. • Senior team leader with the ability to deputise for the senior responsible person and coach and mentor more junior staff. • Ability to coordinate contributions of other specialists to complete a joint project. • Can engage with clients at strategic/management level if required.
Level 3	<ul style="list-style-type: none"> • 3-10 years of notable professional experience in their specialised field in a consultancy role. • A trusted performer on a wide range of client-facing consultancy projects in both the private and public sectors. • Thorough knowledge of functional area, combining a broad grasp of relevant best practice principles. • Ability to participate in multi-disciplinary teams and to work independently (with limited supervision). • Performs professional level analysis requiring technical skills and independent initiative within a well-defined program of work. • Contacts with clients predominantly at a working level.
Level 2	<ul style="list-style-type: none"> • 1-3 years of demonstrable professional experience in their specialised field in a consultancy role. • Previous experience on a range of client-facing consultancy projects, preferably in both the private and public sectors. • Has a theoretical base in subject area, possibly supplemented through recent study, with the ability to translate theory into practice • Performs a variety of analytical tasks requiring independent initiative and knowledge. • Interacts with clients predominantly at the working level.
Level 1	<ul style="list-style-type: none"> • 0+ years of relevant professional experience in a professional environment. • Evidence of prior contributions to consultancy engagements. • Performs a range of administrative tasks to support the wider team. • Work is performed under the guidance of colleagues at Levels 3-5.

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B7. Conflict of Interest declaration and Additional Information

I, David Moore, have made diligent inquiry whether Sapere has any actual, potential or perceived Conflict of Interest were it to provide the Services described in this Consultancy Services Order and I have disclosed any actual, potential or perceived Conflict of Interest and how it will be managed below:

No conflicts.

B8. Additional information

N/A

B9. Signatures

Name of Provider's authorised signatory	David Moore, Managing Director, Sapere
Signature of authorised signatory	

The client accepts and authorises this Consultancy Services Order	
Name of client's authorised signatory	
Signature of authorised signatory	
Date of acceptance	
Client's job reference or purchase order number	

Please send this link below to your agency contacts to complete after each engagement. For long engagements, we recommend sending this at key milestones to seek feedback throughout the engagement.

Consultancy (<https://www.research.net/r/ClientSatisfactionSurvey-AoGcontracts-CSO>)

GCDO Assurance (<https://www.research.net/r/GCDOAssuranceServices-CSO>)

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Part C – Variations to Part A

LEAVE BLANK WHEN ISSUING CONSULTANCY SERVICES ORDER

The client will complete Part C if they wish to change any details in Part A

C1. Revised scope and/or timeframe

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Part D – Variations to Part B

LEAVE BLANK WHEN ISSUING CONSULTANCY SERVICES ORDER

The Provider will complete this only if and when it receives a Variation per Part C above from the client

D1. Revised Estimate (excluding GST, if any)

Revised Fees	\$(Add in total Fees)
Administration Fee (Tier 1 and 2 only)	\$(1% of Fees for Services for which the Provider is Tier 1 or Tier 2)
<i>(Optional) The above Fees are apportioned as follows:</i>	
Job Level 1	\$
Job Level 2	\$
Job Level 3	\$
Job Level 4	\$
Job Level 5	\$
Fixed Fee (Job Level 1)	\$
Fixed Fee (Job Level 2)	\$
Fixed Fee (Job Level 3)	\$
Fixed Fee (Job Level 4)	\$
Fixed Fee (Job Level 5)	\$
Monthly Retainer	\$
Subcontracting	\$
Revised Expenses	\$
Total Charges	\$
Identify whether the Total Charges is an Estimate / Quote and the method that the Charges have been calculated	

Additional information / assumptions:

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Part E – Acceptance

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The Provider and client to complete on acceptance of this Consultancy Services Order

E1. Signatures	
Name of Provider's authorised signatory	
Signature of authorised signatory	

The client accepts and authorises this Consultancy Services Order	[Yes/No]
Name of client's authorised signatory	
Signature of authorised signatory	
Date of acceptance	
Client's job reference or purchase order number	[if required]

Please send this link below to your agency contacts to complete after each engagement. For long engagements, we recommend sending this at key milestones to seek feedback throughout the engagement.

[Consultancy](https://www.research.net/r/ClientSatisfactionSurvey-AoGcontracts-CSO) (<https://www.research.net/r/ClientSatisfactionSurvey-AoGcontracts-CSO>)

[GCDO Assurance](https://www.research.net/r/GCDOAssuranceServices-CSO) (<https://www.research.net/r/GCDOAssuranceServices-CSO>)

Part F – Terms

THE PROVIDER AND PARTICIPATING AGENCIES ARE NOT PERMITTED TO AMEND THIS PART F.

This Part F contains an extract of selected terms and conditions from the Services Agreement (the Agreement). Clause, schedule and paragraph references have been updated to refer to clauses, schedules and paragraphs in this Part F where applicable. For the full terms and conditions that govern the Services, please refer to the Agreement.

1. Appointment

1.1 Appointment

- (a) The Participating Agency appoints the Provider to provide Services to the Participating Agency as detailed in this Consultancy Services Order and the Provider accepts that appointment, in accordance with the terms of this Consultancy Services Order.
- (b) Certain obligations of the Provider in this Consultancy Services Order do not apply to sub-categories of Services for which the Provider has been appointed as a Tier 3 Provider as follows:
- (i) the Participating Agency may nominate specific Personnel to be the primary providers or to supervise the delivery of the Services but clauses 6.2(f) to 6.2(e) do not apply to any nominated Personnel;
 - (ii) the relevant Services are not required to meet or exceed the Service Levels specified in Schedule 3 (Performance Measurement) and clause 2.5(a), Schedule 3 (Performance Measurement) do not apply;
 - (iii) the Provider is not required to pay an Administration Fee and clause 8.3(a)(v) does not apply;
 - (iv) the Provider is not required to conduct the Agency Satisfaction Survey for the relevant Services and clause 5.1(h) does not apply;
 - (v) the Provider and Participating Agency are not obligated to escalate a dispute to the CoE's All-of-Government Procurement Manager, Centre of Expertise for Consultancy, in accordance with clause 13.2(c)(ii); and
 - (vi) as otherwise stated in this Consultancy Services Order.

2. Services

2.1 Services

- (a) The Provider will provide Services to the Participating Agency in accordance with

the terms of this Consultancy Services Order.

- (b) The Provider will use all reasonable endeavours to ensure that, on the date the Documentation is provided under this Consultancy Services Order, such Documentation is in a readable and readily useable format.

2.2 Agents may procure Services

The Participating Agency may, by notice to the Provider and the CoE, appoint one or more third parties to procure Services under this Consultancy Services Order on the Participating Agency's behalf and/or receive invoices, as if that agent was a Participating Agency, provided that any such procurement is for the sole benefit of the Participating Agency.

2.3 Timely performance

The Provider will ensure that the Services to be performed under this Consultancy Services Order are provided on or before the date specified for performance (if any) in this Consultancy Services Order and, if no time is specified, within a reasonable time after the issue of the Consultancy Services Order.

2.4 Delay

- (a) If the Provider considers that it is (or is likely to be) prevented or delayed from achieving a date or time for performance (**Milestone**) specified in this Consultancy Services Order (**Delay**), it will:
- (i) immediately provide notice verbally or in writing to the Participating Agency, setting out:
 - (A) the cause of the Delay and its expected duration;
 - (B) the effect of the Delay on its ability to perform its obligations under this Consultancy Services Order (including any future Milestones);
 - (C) what extension, if any, to the relevant Milestone is being sought; and
 - (D) what steps, if any, the Participating Agency

- may take to mitigate the effect of the Delay; and
- (ii) take all reasonable steps necessary (including by the allocation of additional resources) to eliminate or avoid the Delay and, in all cases, mitigate its effects.
- (b) If the Provider and Participating Agency agree that the Delay is acceptable or wish to amend the Milestone:
- (i) the Provider will complete and submit Part C of this Consultancy Services Order to the Participating Agency; and
 - (ii) upon receipt of the completed Part C of this Consultancy Services Order, the Participating Agency must promptly advise the Provider in writing if the completed Part C is acceptable.
- (c) If the Provider does not achieve the Milestone (as amended from time to time) and the Participating Agency's acts or omissions, or those of its Personnel or third parties acting on its behalf, have not caused the Provider to fail to achieve the Milestone, the Participating Agency may, without prejudice to any other right or remedy, suspend payment of any Charges relating to this Consultancy Services Order until the Provider remedies the relevant failure.

2.5

Service standards

- (a) The Provider must provide the Services in relation to the sub-categories for which the Provider has been appointed as a Tier 1 and Tier 2 Provider to a standard that reaches or exceeds the Service Levels specified in Schedule 5 (Performance Measurement).
- (b) In addition, the Provider must:
 - (i) provide the Services diligently, efficiently, effectively and in accordance with Industry Best Practice;
 - (ii) ensure that the Services to be performed under this Consultancy Services Order are provided on or before the date specified for performance (if any) in this Consultancy Services Order and, if no time is specified, within a reasonable time after the issue of this Consultancy Services Order;
 - (iii) ensure that all Documentation, information and advice (including Documentation, information and advice provided prior to the issue of this Consultancy Services Order) provided to the Participating Agency or published on the Provider Database is Fit for Purpose so that, without limitation, it contains sufficient content and detail to enable the Participating Agency

to make use of it for the purpose for which it was requested;

- (iv) act in the best interests of the Participating Agency in the provision of Services to the Participating Agency; and
- (v) provide Services to the reasonable satisfaction of the Participating Agency (as reported to the CoE).

3. Estimates and Quotes

3.1 Estimates and Quotes

- (a) The Provider must provide an Estimate or Quote for all Services to be provided under this Consultancy Services Order, unless the total Fees in respect of the Services under this Consultancy Services Order are likely to be less than \$10,000 (exclusive of GST) or such other amount as determined by the CoE and notified to the Provider.
- (b) Despite clause 3.1(a), if, during the course of providing the Services, the Provider becomes aware that the total Fees (excluding GST) are likely to exceed the amount referred to in clause 3.1(a), the Provider must provide an Estimate in accordance with clauses 3.1(c) to (e).
- (c) All Estimates and Quotes will be provided at no cost to the Participating Agency.
- (d) All Estimates and Quotes must specify the estimated timeframe to perform the Services requested in this Consultancy Services Order and the Rates of Personnel providing the Services and include any Expenses likely to be incurred in providing the Services.
- (e) All Quotes and Estimates must be provided to the Participating Agency in writing and must be included in this Consultancy Services Order.
- (f) To avoid doubt and without limiting clause 4.5(c) of the Services Agreement, if any Quote or Estimate is not acceptable to the Participating Agency, the Participating Agency and Provider may seek to negotiate a more favourable Quote or Estimate, including a decrease in the Rates on which the Quote or Estimate was based.

3.2 If Charges exceed the Estimate

- (a) If during the course of providing the Services under this Consultancy Services Order, the Provider becomes aware that the total Charges (excluding GST) are likely to exceed the Estimate, the Provider must give written notice to the Participating Agency using Part D of this Consultancy Services Order as soon as the Provider becomes so aware, but no later than the time the costs accrued or incurred reach 80% of the Estimate.
- (b) The notice under clause 3.2(a) must specify a revised Estimate for the Services and include the reason the total

- Charges will exceed the original Estimate.
- (c) The Participating Agency has sole discretion whether to approve a revised Estimate and must act reasonably when deciding whether to approve a revised Estimate.
- (d) When a revised Estimate is approved, the Participating Agency must provide written notice of the same to the Provider.
- (e) If a Provider has provided an Estimate to the Participating Agency for Services, the Participating Agency is not liable to pay the Provider any amount exceeding the Estimate unless the Participating Agency has approved a revised Estimate.

3.3 If Charges exceed the Quote

- (a) The Provider acknowledges that neither the CoE nor the Participating Agency are obliged to pay any Charges to the Provider in relation to Services performed under this Consultancy Services Order if those Charges exceed any Quote provided in relation to this Consultancy Services Order, unless the Participating Agency has given its prior written consent in accordance with clause 3.3(b).
- (b) If the Participating Agency agrees to allow the Provider to increase the Charges:
 - (i) the Provider will complete and submit Part D of this Consultancy Services Order to the Participating Agency; and
 - (ii) upon receipt of the completed Part D of this Consultancy Services Order, the Participating Agency must promptly advise the Provider (in writing) if the completed Part D is acceptable.

4. Conflicts of interest

4.1 Conflicts of interest

- (a) The Provider must, upon receipt of this Consultancy Services Order, make diligent inquiry whether it has any actual, potential or perceived Conflicts of Interest if it were to provide the Services specified in this Consultancy Services Order and, if no such Conflict of Interest exists, the Provider must provide confirmation to that effect to the Participating Agency.
- (b) If the Provider has an actual, potential or perceived Conflict of Interest, the Provider must immediately notify the Participating Agency and must not begin performing the Services without the prior written approval of the Participating Agency.
- (c) The Provider must take all reasonable steps to ensure that:
 - (i) a situation does not arise that might result in an actual, potential or perceived Conflict of Interest; and

- (ii) any Personnel or Subcontractors of the Provider do not engage in any activity or obtain interests that might result in the Provider or such Personnel or Subcontractors having an actual, potential or perceived Conflict of Interest,

that cannot be managed to the satisfaction of the Participating Agency.

- (d) If, after commencing Services under this Consultancy Services Order, the Provider becomes aware of any matter, circumstance, interest or activity that may give rise to any actual, potential or perceived Conflict of Interest, the Provider must immediately notify the Participating Agency of all relevant details and must immediately cease work on the Services until such time as the Participating Agency provides written notice confirming the Provider may continue to perform the Services or terminate the engagement of the Provider in respect to the Services to be performed under this Consultancy Services Order in accordance with clause 4.1(e).

- (e) If the Participating Agency considers that the Provider has an actual Conflict of Interest of sufficient gravity that the Provider can no longer perform Services for it, the Participating Agency may, by written notice to the Provider, terminate this Consultancy Services Order with immediate effect on the date of termination specified in that notice.

- (f) Any approval or notice given by the Participating Agency pursuant to clause 4.1(b) or 4.1(d) may require the Provider to take steps reasonably required by the Participating Agency to manage the Conflict of Interest, and the Provider must provide written notice confirming its acceptance of those steps before it may commence or continue to provide the Services under this Consultancy Services Order.

5. Responsibilities

5.1 Provider responsibilities

In addition to its other obligations under this Consultancy Services Order, the Provider will:

- (a) respond promptly, accurately and adequately to any requests for information made by the Participating Agency in relation to the Services, including requests for advice;
- (b) in performing Services for the Participating Agency under this Consultancy Services Order comply with all privacy and other policies and guidelines issued by the Participating Agency and notified or made available to the Provider;
- (c) obtain, maintain and comply with any governmental, regulatory or other approvals, permissions, consents, licences, and requirements necessary to provide the Services and perform its

obligations under this Consultancy Services Order;

- (d) comply with all Laws at all times during the Term in so far as they relate to the provision of the Services, including the Privacy Act 1993 and all applicable consumer laws;
- (e) ensure that it and its Personnel providing the Services do not access the Participating Agency's information or systems except to the extent necessary to provide the Services and for no other purpose;
- (f) as soon as is practicable, notify the Participating Agency of any problems or issues that arise in relation to the performance of its obligations under this Consultancy Services Order, including any problems or issues that will, or are likely to, affect the provision or quality of the Services or the ability of the Provider to perform its obligations under this Consultancy Services Order;
- (g) without limiting any other provision of this Consultancy Services Order, use all reasonable endeavours to avoid damaging or adversely affecting any Participating Agency's reputation;
- (h) in relation to the sub-categories for which the Provider has been appointed as a Tier 1 and Tier 2 Provider, conduct the Agency Satisfaction Survey by asking the Participating Agency the questions recorded in Annexure A of Schedule 5 (Governance) to the Services Agreement within 5 Business Days of the Services in this Consultancy Services Order being completed.

5.2 Participating Agencies' responsibilities

The Participating Agency has the following responsibilities in relation to the Services:

- (a) to manage its operational relationship with the Provider, including in relation to the fulfilment of this Consultancy Services Order;
- (b) to notify the Provider of all relevant policies, guidelines and procedures of the Participating Agency that the Provider must comply with when performing the Services under this Consultancy Services Order;
- (c) to provide adequate instructions and information to the Provider to allow it to perform the Services under this Consultancy Services Order;
- (d) to make timely decisions where approvals or consents are reasonably sought by the Provider in performing the Services under this Consultancy Services Order;
- (e) to pay the Charges; and
- (f) to use its best efforts to resolve any dispute directly with the Provider before involving the CoE in accordance with clause 13.

6. Resourcing

6.1 General requirements

The Provider will provide and maintain sufficient resources (including human resources, equipment, telecommunications connectivity, premises and other facilities) to enable it to perform its obligations on time and otherwise in accordance with this Consultancy Services Order.

6.2 Provider's Nominated Personnel

- (a) The Participating Agency may, in this Consultancy Services Order, nominate specific Personnel (**Nominated Personnel**) to be the primary providers or to supervise the delivery of the Services.
- (b) If any Nominated Personnel nominated in this Consultancy Services Order are not available to provide or supervise the Services requested, the Provider must immediately notify the Participating Agency and provide details of other Personnel (if any) with the necessary skills and experience to provide or supervise the Services requested pursuant to this Consultancy Services Order.
- (c) Notice given under clause 6.2(b) must specify the period for which the Nominated Personnel will continue to be unavailable.
- (d) Upon receipt of notice under clause 6.2(b), the Participating Agency must notify the Provider whether the replacement Personnel are acceptable.
- (e) The Participating Agency is under no obligation to accept any replacement Personnel and, if it does not approve the replacement Personnel, the Provider may not commence or continue providing the Services.

6.3 Personnel

- (a) The Provider will ensure that all of its Personnel who are engaged in the performance of the Provider's obligations under this Consultancy Services Order:
 - (i) have the requisite skills, expertise, qualifications and experience;
 - (ii) have, before performing any such obligations, obtained all security clearances and passed all probity checks required by, or necessary to provide the Services to, the Participating Agency;
 - (iii) comply with all health, safety, security and other policies, codes of conduct, procedures and reasonable directions as may be reasonably required by the Participating Agency from time to time; and
 - (iv) will carry out their respective duties with due care, skill and diligence.

- (b) The Participating Agency will notify the Provider of any security clearances and probity checks required by, or necessary to provide the Services to, the Participating Agency.

6.4 Subcontracting

- (a) The Provider will not subcontract the performance of all or part of the Services or any of its other obligations under this Consultancy Services Order, except with the prior written consent of the Participating Agency.
- (b) The Provider is solely responsible for the selection of each Subcontractor and must ensure that each Subcontractor is creditworthy, qualified and has the relevant experience to perform the work it is required to carry out for the Provider.
- (c) To the extent permitted by Law, the Provider is and remains fully responsible for any act or omission of any Subcontractor.
- (d) The Provider must ensure that each Subcontract contains obligations on the Subcontractor that are consistent with the relevant terms of this Consultancy Services Order, including in relation to clauses 5.1 (Provider responsibilities), 6.3(a) (Personnel), 10 (Confidentiality), 11 (Intellectual Property) and 14 (Termination) and Schedule 3 (Performance Measurement), together with clause 15 (Audit) of the Services Agreement.
- (e) If, in the Participating Agency's reasonable opinion, a Subcontractor is:
 - (i) materially not performing in accordance with the terms of this Consultancy Services Order, the Participating Agency may, by notice to the Provider, require the Provider to procure that the Subcontractor performs the relevant obligations within 10 Business Days, failing which the Participating Agency may, by notice to the Provider, require the Provider to remove that Subcontractor; or
 - (ii) a material threat to the health, safety or security of the Personnel or property of the Participating Agency, or has breached security or confidentiality requirements of this Consultancy Services Order, the Participating Agency may, by notice to the Provider, require the Provider to remove that Subcontractor,
 and the Provider will ensure the immediate removal of that Subcontractor.

7. Changes

7.1 Change procedure

The Participating Agency may agree any variations to this Consultancy Services Order with the Provider using Part C of the Consultancy Services Order.

8. Price and payment

8.1 Calculation of Charges

The Charges will be calculated in accordance with the terms of Schedule 2 (Pricing).

8.2 Participating Agency to pay for Services

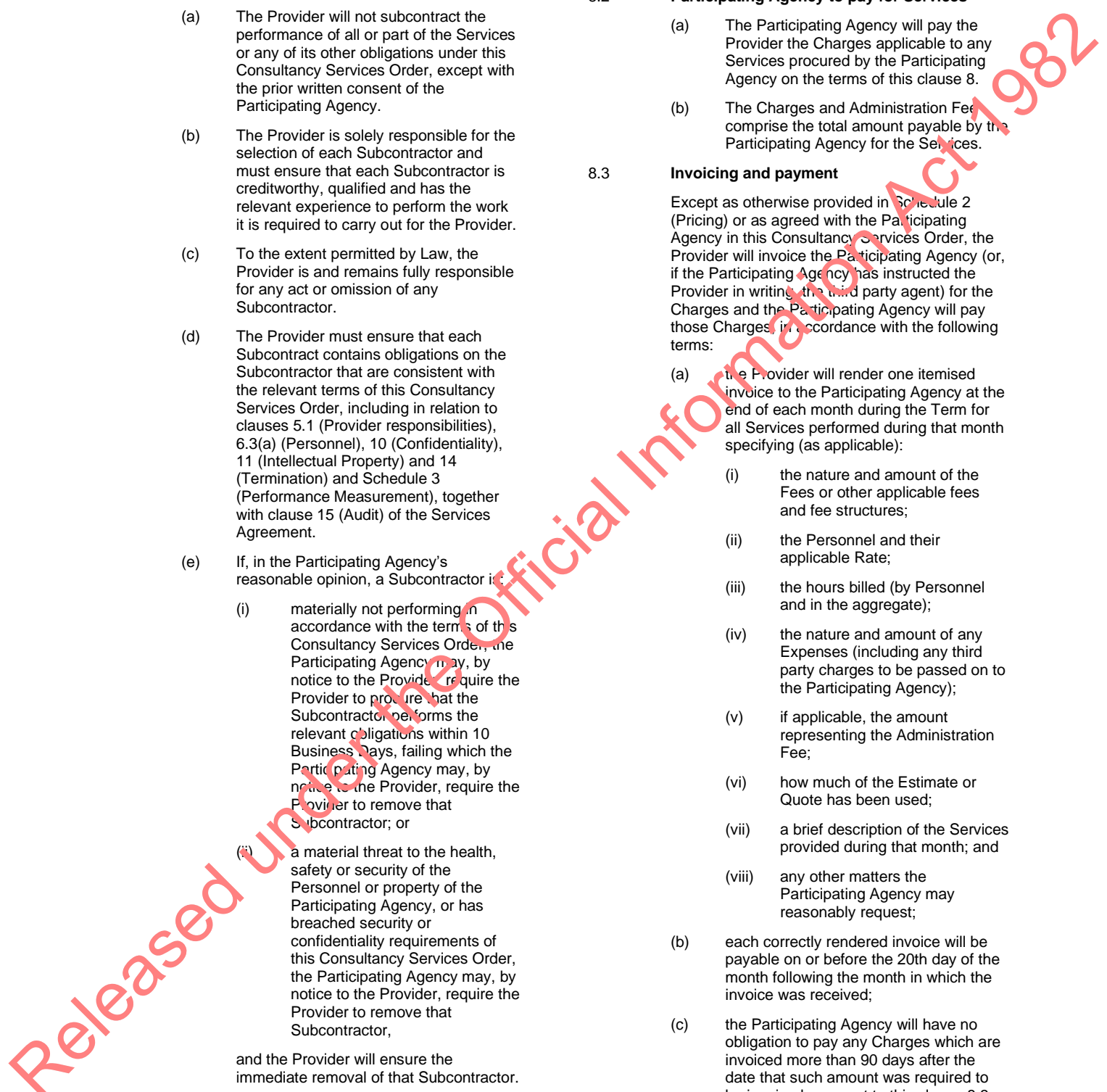
- (a) The Participating Agency will pay the Provider the Charges applicable to any Services procured by the Participating Agency on the terms of this clause 8.
- (b) The Charges and Administration Fee comprise the total amount payable by the Participating Agency for the Services.

8.3 Invoicing and payment

Except as otherwise provided in Schedule 2 (Pricing) or as agreed with the Participating Agency in this Consultancy Services Order, the Provider will invoice the Participating Agency (or, if the Participating Agency has instructed the Provider in writing, the third party agent) for the Charges and the Participating Agency will pay those Charges in accordance with the following terms:

- (a) the Provider will render one itemised invoice to the Participating Agency at the end of each month during the Term for all Services performed during that month specifying (as applicable):
 - (i) the nature and amount of the Fees or other applicable fees and fee structures;
 - (ii) the Personnel and their applicable Rate;
 - (iii) the hours billed (by Personnel and in the aggregate);
 - (iv) the nature and amount of any Expenses (including any third party charges to be passed on to the Participating Agency);
 - (v) if applicable, the amount representing the Administration Fee;
 - (vi) how much of the Estimate or Quote has been used;
 - (vii) a brief description of the Services provided during that month; and
 - (viii) any other matters the Participating Agency may reasonably request;
- (b) each correctly rendered invoice will be payable on or before the 20th day of the month following the month in which the invoice was received;
- (c) the Participating Agency will have no obligation to pay any Charges which are invoiced more than 90 days after the date that such amount was required to be invoiced pursuant to this clause 8.3; and
- (d) the Provider may only invoice the Participating Agency for any Expenses at the cost actually incurred by the Provider.

8.4 Invoice disputes



If the Participating Agency or the Provider disputes an invoice:

- (a) it may withhold the disputed sum and, if applicable, associated Administration Fee until the dispute is resolved;
- (b) the dispute will be resolved in accordance with clause 13; and
- (c) it will pay the undisputed portion in accordance with clause 8.3.

The Provider will not be excused from performing its obligations under this Consultancy Services Order while an invoice is disputed by the Participating Agency.

8.5 Taxes

- (a) Except for any GST payable by the Participating Agency, any present or future tax, levy, impost, duty, charge, assessment or fee of any nature (including applicable interest and penalties) payable in connection with this Consultancy Services Order under any Law is to be paid by the Provider and not passed on to the Participating Agency unless otherwise expressly agreed in writing by the Participating Agency.
- (b) The Participating Agency may deduct from any payment to be made to the Provider any withholding taxes or other deductions that it is required by Law to make.

8.6 Administration Fee

In relation to the sub-categories for which the Provider has been appointed as a Tier 1 or Tier 2 Provider, the Provider will ensure that each invoice issued to the Participating Agency for the Charges includes, in addition to the Charges, a separate amount equal to 1% of the Fees (excluding GST) (the **Administration Fee**).

8.7 Suspension of payment

- (a) Without prejudice to any other right or remedy that may be available to the Participating Agency, the Participating Agency may suspend payment of all or any part of the Charges if the CoE has notified the Provider that the Provider is in Material Breach, until that Material Breach is remedied.
- (b) If the Material Breach is not capable of remedy the Participating Agency and the Provider agree to treat the Charges as being in dispute and clause 14 will apply.

9. Warranties

9.1 General warranties

Each party represents, warrants and undertakes that:

- (a) it has full power, capacity and authority to execute, deliver and perform its obligations under this Consultancy Services Order;
- (b) it has, and will continue to have, all the necessary consents, permissions, licences and rights to enter into and perform its obligations under this Consultancy Services Order; and

- (c) this Consultancy Services Order constitutes its legal, valid and binding obligations and is enforceable in accordance with its terms.

9.2

Provider's warranties

The Provider represents, warrants and undertakes that:

- (a) it will perform its obligations under this Consultancy Services Order with due care, skill, promptness and diligence at all times;
- (b) it has, and will have throughout the Term, sufficient Personnel to supply the Services and to perform its other obligations under this Consultancy Services Order;
- (c) it, and each of its Personnel engaged in the performance of the Services, has, and will have throughout the Term, the necessary expertise and all necessary governmental, regulatory or other approvals, permissions, consents, licences, qualifications, accreditations and requirements to provide the Services and perform its other obligations under this Consultancy Services Order;
- (d) it will comply with the requirements of all Laws as they relate to the provision of Services by the Provider;
- (e) the possession or use of any item of Intellectual Property supplied or licensed by it, or the use of any item of Intellectual Property by it to perform its obligations under this Consultancy Services Order, will not infringe the rights of any third party;
- (f) all Documentation (and any other information or advice supplied by it to the Participating Agency) and any information and data reported to the CoE will be accurate, complete and (as applicable) Fit for Purpose;
- (g) there are no existing agreements, undertakings or arrangements which prevent it from entering into this Consultancy Services Order, or which would impede the performance of its obligations under this Consultancy Services Order, or that it would breach by entering into this Consultancy Services Order;
- (h) it is not (and nor is any of its Personnel) a party to any litigation, proceedings or disputes which could adversely affect its ability to perform its obligations under this Consultancy Services Order; and
- (i) it has not offered any inducement in connection with the entering into or negotiation of this Consultancy Services Order, and will not offer any inducement in connection with the supply of Services to the Participating Agency.

9.3

Continuous application

The warranties, representations and undertakings set out in clause 9.2 will be deemed to be given by the Provider continuously throughout the Term.

9.4 **Notification**

Each party will promptly notify the other if at any time during the Term it breaches any of the warranties, representations and undertakings in this clause 9.

9.5 **Other warranties excluded**

All warranties (statutory, express or implied) which are not expressly referred to in this Consultancy Services Order are excluded to the fullest extent permitted by Law.

10. Confidentiality

10.1 Protection of Confidential Information

(a) Subject to clauses 10.1(c) and 10.2, the Provider and the Participating Agency will treat as confidential and not disclose to any third party nor use for its own benefit any Confidential Information that is the Confidential Information of the other.

(b) The Provider will:

(i) ensure that all Confidential Information of the Participating Agency (and any backup archives containing such Confidential Information) in the possession or control of the Provider from time to time is kept secure and managed and protected and only disclosed or otherwise dealt with in accordance with this Consultancy Services Order;

(ii) not use any Agency Information for its own purposes or for any purposes different from those contemplated by this Consultancy Services Order; and

(iii) advise the CoE in writing if any Confidential Information of the Participating Agency will be transferred or stored outside New Zealand and before such information is transferred and will confirm that the requirements of this clause 10.1 will be met while such Confidential Information is stored outside New Zealand.

(c) Clause 10.1(a) does not prevent the disclosure of Confidential Information:

(i) if that information was known, or becomes known, to the public through no act or default of the recipient;

(ii) that the recipient is required by Law or parliamentary practice (including parliamentary questions) to disclose, or to a Select Committee or to a Minister of the Crown, so long as the recipient provides notice of the required disclosure promptly upon receipt of notice of the required disclosure (if it is permitted to do so by Law);

(iii) that was lawfully known to the recipient prior to the date it was received;

(iv) that becomes available to the recipient from a source other than a party to this Consultancy Services Order, provided that the recipient has no reason to believe such source is itself bound by an obligation of confidence to the person that disclosed that information or is otherwise prohibited under Law from disclosing such information;

(v) to any Professional Adviser for the purposes of rendering professional services to a party in relation to this Consultancy Services Order;

(vi) to the extent that such disclosure is authorised by this Consultancy Services Order; or

(vii) if such disclosure is approved for release with the consent of the party from whom the Confidential Information is first received.

10.2 Limited disclosure

(a) The Provider may, subject to clause 10.2(d), disclose the Confidential Information of the Participating Agency to its Subcontractors, Personnel, Related Entities and Professional Advisers who need to know the same for the sole purpose of enabling the Provider to perform its obligations and exercise its rights under this Consultancy Services Order.

(b) The Participating Agency may, subject to clause 10.2(d), disclose the Confidential Information of the Provider to its third party suppliers, Personnel and Professional Advisers and any other Participating Agencies (including the CoE) who need to know the same in connection with the Services.

(c) The Provider will not disclose the Participating Agency's Confidential Information to any of its Subcontractors, Related Entities or Professional Advisers, and the Participating Agency will not disclose the Provider's Confidential Information to any of its third party suppliers or Professional Advisers, unless the recipient has given a written confidentiality undertaking to the disclosing party in terms substantially similar to those set out in this clause 10.

(d) Any undertaking given pursuant to clause 10.2(c) will be provided to the other party to this Consultancy Services Order on request.

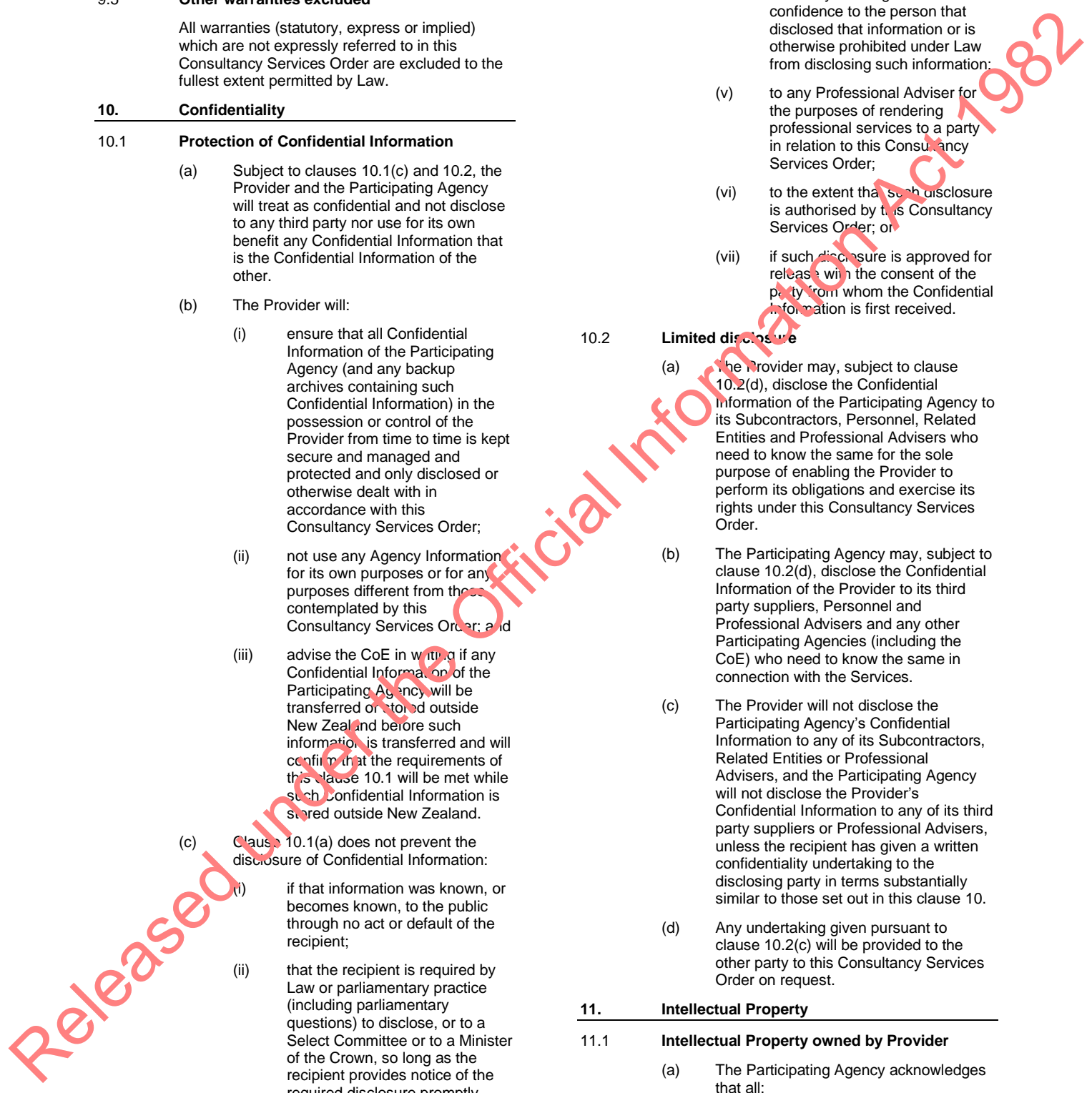
11. Intellectual Property

11.1 Intellectual Property owned by Provider

(a) The Participating Agency acknowledges that all:

(i) Intellectual Property held by the Provider before the Commencement Date;

(ii) Intellectual Property developed independently from this



Consultancy Services Order by the Provider, and that is not developed, commissioned or created under or in connection with this Consultancy Services Order; and

- (iii) adaptations and modifications to the Intellectual Property described in clauses 11.1(a)(i) and (ii),

remains the Provider's sole and exclusive property (**Provider IP**).

- (b) To the extent that the Participating Agency needs to use any of the Provider IP to receive the full benefit of the Services, the Provider grants to the Participating Agency a royalty-free, non-exclusive licence (including, if agreed in this Consultancy Services Order, the right to sublicense) to use, copy, modify and distribute during the Term any Provider IP provided to the Participating Agency by or on behalf of the Provider.

11.2 **Intellectual Property owned by Participating Agency**

- (a) The Provider acknowledges that the Participating Agency or its licensor has, and continues to have, sole and exclusive ownership of all Intellectual Property rights in all of the Agency Information together with all adaptations and modifications of such Agency Information (**Pre-contract Participating Agency IP**).

- (b) All Intellectual Property created or developed by the Provider or its employees or Subcontractors in performing the Services and developing the Documentation will be owned by the Participating Agency from the date the Intellectual Property is created or developed (**Post-contract Participating Agency IP**) and, together with the Pre-contract Participating Agency IP, the **Participating Agency IP**).

- (c) If the Provider (or any of its Subcontractors) has under any Law any right in or claim to any of the Participating Agency IP or holds any of the Participating Agency IP, the Provider (by itself and for its Subcontractors):

- (i) assigns to the Participating Agency all of its rights, title and interest in and to the Participating Agency IP from the date it was created or developed; and
- (ii) waives all right of lien or similar rights as may now or later be claimed in the Participating Agency IP; and
- (iii) waives all of its moral rights under Part 4 of the Copyright Act 1994 in the Participating Agency IP,

and the Provider will sign all documents and do all acts and things that are necessary to give effect to this clause 11.2(c).

- (d) To the extent that the Provider needs to use any of the Participating Agency's IP for the purpose of performing its obligations under this Agreement, the Participating Agency grants to the Provider, subject to any written direction given by the Participating Agency, of a royalty-free, non-exclusive, non-transferable licence to use and store the Participating Agency's IP for the sole purpose of performing its obligations under this Consultancy Services Order during the Term.

11.3 **Intellectual Property owned by third parties**

- (a) To the extent that the Provider needs to use any Intellectual Property held or owned by a third party (**Third Party IP**) in performing the Services under this Consultancy Services Order, the Provider will use its best endeavours to obtain the fullest rights of use and licence of that Third Party IP (on terms and at a cost to be agreed with the Participating Agency) as are necessary for the performance of those Services for the benefit of the Participating Agency.

- (b) The Participating Agency acknowledges that the Provider may have limited ability to obtain rights and/or a licence to use any Third Party IP and, where the Provider, using its best endeavours, cannot obtain appropriate rights and/or a licence for the Participating Agency to use that Third Party IP, the warranty in clause 9.2(e) applies.

12. Liability

12.1 **Indemnity**

- (a) The Provider will, to the extent permitted by Law, indemnify the Participating Agency against all Losses suffered or incurred by the Participating Agency as a result of any:

- (i) unlawful, malicious or negligent act or omission by the Provider;
- (ii) personal injury, sickness, death or loss of, or damage to, tangible property due to an act or omission of the Provider; or
- (iii) any other breach by the Provider of its obligations under this Consultancy Services Order.

- (b) The Provider will, subject to clause 12.1(c), indemnify the Participating Agency against all Losses suffered or incurred by the Participating Agency as a result of any claim that the possession or use of any Intellectual Property supplied or licensed by the Provider, or the use of any Intellectual Property used to provide the Services, infringes any third party's rights.

- (c) The Provider will have no liability under clause 12.1(b) to the extent that any IP Claim arises from any:

- (i) modification by the Participating Agency of any item of Intellectual Property supplied or licensed by

Released under the Official Information Act 1982

- the Provider without the approval of the Provider;
- (ii) use by the Participating Agency of Intellectual Property supplied or licensed by the Provider for any purpose disallowed by this Consultancy Services Order or the applicable Intellectual Property licence (but only if the licence has been provided to the Participating Agency prior to such use); or
- (iii) use of Intellectual Property used to provide the Services if and to the extent that Intellectual Property was supplied by the Participating Agency.

12.2 **IP Claims**

- (a) In the event of a claim under clause 12.1(b) (an **IP Claim**):
 - (i) the Participating Agency will give the Provider notice of the IP Claim as soon as practicable and, to the extent permissible by Law, permit the Provider (at the Provider's cost) to handle all negotiations for settlement and to control and direct any litigation that may follow (**Control of the IP Claim**);
 - (ii) if the Provider has Control of the IP Claim:
 - (A) the Participating Agency will provide all reasonable assistance to the Provider (at the Provider's cost) in the handling of any negotiations and litigation; and
 - (B) the Provider will keep the Participating Agency informed of the defence or negotiations of the IP Claim and diligently conduct any litigation or negotiations, using competent counsel and in a manner that does not adversely affect the name or reputation of the Participating Agency;
 - (iii) the Provider will not enter into any settlement or compromise in relation to the IP Claim without the prior written consent of the Participating Agency (which will not be unreasonably withheld); and
 - (iv) the Provider will notify the CoE of the IP Claim, and the outcome within 5 Business Days of the claim being concluded.
- (b) If any IP Claim disrupts the Participating Agency's use or enjoyment of a Service, the Provider will (unless otherwise requested by the CoE), at its own expense and at its option, immediately:

- (i) obtain for the Participating Agency the legal right to continued use of the infringing materials; or
- (ii) replace, modify or resupply the infringing materials so that there is no further infringement, without adversely affecting the performance or functionality of those materials.

12.3 **Maximum liability of Participating Agency**

In addition to its obligation to pay the Charges, the maximum aggregate liability of the Participating Agency to the Provider under or in connection with this Consultancy Services Order will be, in respect of all Losses, limited to the total Charges paid and payable under this Consultancy Services Order.

12.4 **Maximum liability of the Provider**

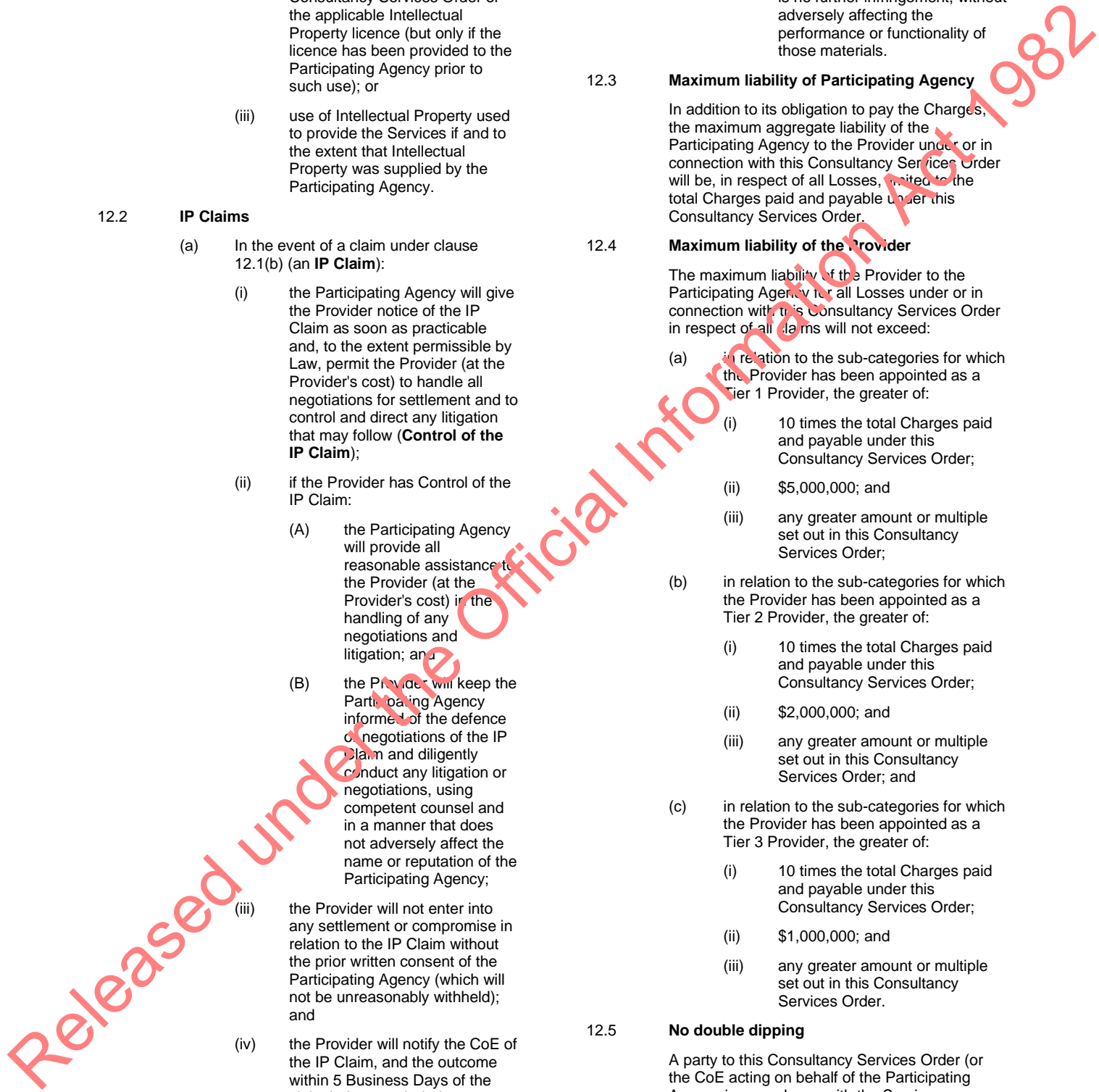
The maximum liability of the Provider to the Participating Agency for all Losses under or in connection with this Consultancy Services Order in respect of all claims will not exceed:

- (a) in relation to the sub-categories for which the Provider has been appointed as a Tier 1 Provider, the greater of:
 - (i) 10 times the total Charges paid and payable under this Consultancy Services Order;
 - (ii) \$5,000,000; and
 - (iii) any greater amount or multiple set out in this Consultancy Services Order;
- (b) in relation to the sub-categories for which the Provider has been appointed as a Tier 2 Provider, the greater of:
 - (i) 10 times the total Charges paid and payable under this Consultancy Services Order;
 - (ii) \$2,000,000; and
 - (iii) any greater amount or multiple set out in this Consultancy Services Order; and
- (c) in relation to the sub-categories for which the Provider has been appointed as a Tier 3 Provider, the greater of:
 - (i) 10 times the total Charges paid and payable under this Consultancy Services Order;
 - (ii) \$1,000,000; and
 - (iii) any greater amount or multiple set out in this Consultancy Services Order.

12.5 **No double dipping**

A party to this Consultancy Services Order (or the CoE acting on behalf of the Participating Agency in accordance with the Services Agreement) cannot recover for the same Loss under both this Consultancy Services Order and the Services Agreement.

12.6 **Exclusions on liability**



The limitations on liability set out in clauses 12.3 and 12.4 will not limit the liability of:

- (a) the Provider under clauses 12.1(a) and 12.1(b) (other than in respect of negligent acts or omissions under clause 12.1(a)(i) and breach by the Provider of its obligations under this Consultancy Services Order under clause 12.1(a)(iii), which are subject to the limitations of liability in clauses 12.3 and 12.4);
- (b) the Provider for any fraudulent act or omission; or
- (c) either party for any breach of confidentiality.

12.7 **Categories of loss**

- (a) Irrespective of how liability arises, neither the Provider nor the Participating Agency will, under any circumstances, be liable for any indirect loss or damage (including consequential loss) arising under or in connection with this Consultancy Services Order.
- (b) The Participating Agency will not, under any circumstances, be liable for any loss of profits or loss of revenue suffered by the Provider in connection with this Consultancy Services Order.

12.8 **Force majeure**

- (a) The Provider and the Participating Agency will not be liable to the other for any failure to perform its obligations under this Consultancy Services Order during the time and to the extent that such performance is prevented, wholly or substantially, by reason of any Force Majeure Event.
- (b) The party subject to the Force Majeure Event (the **non-performing party**) must:
 - (i) notify the other party as soon as practicable after the Force Majeure Event occurs and provide full information concerning the Force Majeure Event, including the extent of its inability to perform, an estimate of the time likely to be required to overcome the Force Majeure Event and the steps the non-performing party will take to comply with clauses 12.8(b)(ii) and 12.8(b)(iii);
 - (ii) use all reasonable endeavours to mitigate and remedy the effect of the Force Majeure Event and minimise the impact of the event on the other party; and
 - (iii) use all reasonable endeavours to perform its obligations under this Consultancy Services Order as far as is practicable,

and the Participating Agency will not be required to pay Charges to the extent that the Provider fails to perform its obligations to the Participating Agency due to a Force Majeure Event.

- (c) If the non-performing party affected by the Force Majeure Event is the Provider,

the Participating Agency may, to the extent that any Service requested by the Participating Agency under this Consultancy Services Order has not been delivered and delivery has, or will be, delayed by the Force Majeure Event, terminate this Consultancy Services Order, by notice to the Provider within five Business Days following receipt by the Participating Agency of notice of the Force Majeure Event, at no cost to the Participating Agency, subject to the Participating Agency paying for Services delivered up to the date of the Force Majeure Event.

12.9 **Insurance**

- (a) During the Term and for a period of two years following the termination of this Consultancy Services Order, the Provider will, at its own expense, ensure that it maintains adequate insurance in respect of its potential liability for loss or damage under this Consultancy Services Order in accordance with Industry Best Practice, but as a minimum the Provider must hold:
 - (i) professional indemnity insurance;
 - (ii) public liability insurance in respect of the Services provided under this Consultancy Services Order; and
 - (iii) other insurance to cover standard commercial risks (including in respect of Documentation which is the property of the Participating Agency and in the Provider's possession or control).
- (b) The Provider will, at the Participating Agency's request, promptly provide satisfactory evidence that it has complied with its obligations in this clause 12.9.

13. Dispute resolution

13.1 **Dispute**

In the event of any dispute, difference or question arising out of, or in connection with, this Consultancy Services Order or its formation (a **dispute**):

- (a) the Participating Agency and the Provider will each use its best efforts to resolve the dispute through good faith negotiations and informal dispute resolution techniques, and will continue to perform its obligations under this Consultancy Services Order as far as possible as if the dispute had not arisen, pending final settlement of the dispute; and
- (b) neither the Participating Agency nor the Provider will commence any formal proceedings relating to the dispute unless it has complied with clause 13.2.

13.2 **Escalation**

- (a) The Participating Agency and the Provider will each advise its respective Representative (or equivalent person) of a dispute on the day that the dispute arises.
 - (b) The Representatives will use their best efforts to resolve the dispute in accordance with clause 13.1(a).
 - (c) If the dispute is not resolved:
 - (i) within 10 Business Days, the dispute will be escalated to senior representatives of the Provider and the Participating Agency with delegated authority to resolve the dispute; and
 - (ii) in relation to the sub-categories for which the Provider has been appointed as a Tier 1 and Tier 2 Provider, within a further 10 Business Days, the dispute will be escalated to the CoE's Manager, All-of-Government Contracts and the Provider's Chief Executive.
- satisfaction of the Participating Agency within 10 Business Days following the date of receipt by the Provider of the Participating Agency's notice of the Material Breach;
- (c) in accordance with clause 4.1(e) (Conflict of Interest); or
 - (d) in accordance with clause 12.8(c) (Force Majeure Event).

14.2

Consequences of termination or expiry

- (a) In the event of termination or expiry of this Consultancy Services Order, the Participating Agency will not be obliged to make any payment to the Provider except for any Charges payable for Services supplied pursuant to this Consultancy Services Order before the effective date of expiry or termination.
- (b) Termination or expiry will not, unless otherwise provided in this Consultancy Services Order, affect:
 - (i) any rights and remedies available to either party which have accrued up to and including the date of termination or expiry; and
 - (ii) the provisions of this Consultancy Services Order which expressly, or by their nature, survive termination or expiry, including clauses 15 (Entire agreement), 10 (Confidentiality), 11 (Intellectual Property), 12 (Liability), 13 (Dispute Resolution), 14.2 (Consequences of termination or expiry) and 16 (General) and Schedule 1 (Definitions);
 - (iii) the continued application of clauses of the Services Agreement which expressly, or by their nature, are intended to continue to apply to this Consultancy Services Order after termination or expiry of this Consultancy Services Order, including clauses 1.4 (Precedence) and 15 (Audit).

13.3 Mediation

- (a) If a dispute is not resolved under clause 13.2, either party may, by written notice to the other, refer the dispute to mediation, or they may agree in writing to refer the dispute to mediation.
- (b) The mediation will be conducted by a single mediator in accordance with the terms of the Resolution Institute Standard Mediation Agreement and at a fee to be agreed by the parties.
- (c) If the parties fail to agree on the identity of the mediator and/or the mediator's fee within five Business Days of referral of the dispute to mediation, the mediator will be chosen, and the mediator's fee determined, by the chairperson for the time being of Resolution Institute (or his or her nominee).

13.4 Urgent relief

Nothing in this clause 13 will preclude either party from taking immediate steps to seek urgent relief before a New Zealand court.

14. Termination

14.1 Termination of Consultancy Services Order

- The Participating Agency may terminate this Consultancy Services Order:
- (a) for convenience by giving the Provider at least one month's prior written notice;
 - (b) by notice to the Provider with immediate effect on the date of termination specified in that notice, if the Provider commits a Material Breach which is:
 - (i) not capable of being remedied (and, for the avoidance of doubt, paragraphs (a) and (b) of the definition of "Material Breach" are deemed incapable of being remedied); or
 - (ii) capable of being remedied but which is not remedied to the

- (c) After expiry or termination of this Consultancy Services Order for any reason, each party will, within five Business Days of receiving notice from the other party, return all Documentation, Confidential Information or other property belonging to the other party (or destroy such Confidential Information, if requested), except if such Documentation, Confidential Information or other property is required to be retained by any Law.

15. Entire agreement

15.1 Entire agreement

- (a) This Consultancy Services Order is intended to be read in conjunction with the Services Agreement. The provisions of the Services Agreement (not already included in this Consultancy Services

Order) which confer rights, obligations or benefits on the parties or the CoE in respect of this Consultancy Services Order are intended to apply to this Consultancy Services Order.

- (b) Subject to clause 15.1(a), no other terms or conditions, including any conditions of sale, invoices or any other communication not included in this Consultancy Services Order (**Communication**), will be incorporated into this Consultancy Services Order, even if at some later date the other party (including, in the case of the Participating Agency) signs or otherwise purports to accept those terms and conditions or the terms of that Communication.
- (c) For the avoidance of doubt, and without limiting clauses 15.1(a) and 15.1(b):
- (i) any Communication which is expressed or intended to operate as an indemnity, warranty, representation, undertaking, condition or other term of such a nature is hereby disapplied and excluded from this Consultancy Services Order; and
 - (ii) any part of this Consultancy Services Order which describes the nature, scope, price or manner of delivery of Services will, subject to clause 15.1(c)(i), form part of this Consultancy Services Order, but only to the extent that it does not conflict with any other part of this Consultancy Services Order.

16. General

16.1 Interpretation

The rules of interpretation set out in clause 19.1 of the Services Agreement apply to this Consultancy Services Order.

16.2 Relationship of the parties

Nothing expressed or implied in this Consultancy Services Order will be deemed to constitute either party as the partner, agent, or joint venturer of the other party.

16.3 Costs

A party who has an obligation to do anything under this Consultancy Services Order will perform that obligation at its own cost, unless a term of this Consultancy Services Order expressly provides otherwise.

16.4 Assignment

Neither party may assign, novate, transfer or otherwise dispose of the whole or any part of its rights and obligations under this Consultancy Services Order without first obtaining the other party's consent (which will not be unreasonably withheld or delayed).

16.5 Public disclosures

Subject to clause 10, all public disclosures by the Provider relating to this Consultancy Services Order, including the fact of its existence (but not including any announcement intended solely for internal distribution or any disclosure required by

16.6

legal, accounting or regulatory requirements), will be co-ordinated with, and must first be approved in writing by, the Participating Agency prior to release.

Notices

- (a) Unless otherwise specified in this Consultancy Services Order, each notice or other communication under this Consultancy Services Order will be made in writing and delivered by post, personal delivery or email to the addressee at the addressee's postal address, physical address or email address (as applicable) and marked for the attention of the person or office holder (if any) from time to time designated for that purpose by the addressee.
 - (b) The Provider's postal address, physical address and email address is set out in the Provider Database and may be amended by the Provider at any time.
 - (c) The Participating Agency's postal address, physical address and email address is as notified by the Participating Agency to the Provider and may be amended by the Participating Agency at any time.
 - (d) A notice or other communication will be deemed to be received:
 - (i) in the case of a letter sent to the addressee's postal address, on the third Business Day after posting;
 - (ii) in the case of personal delivery, on receipt; and
 - (iii) in the case of an email, at the time the email leaves the communications system of the sender, provided that the sender:
 - (A) does not receive any error message relating to the sending of the email at the time of sending; and
 - (B) has obtained confirmation that the email has been delivered to the recipient (which confirmation may be in the form of an automated delivery receipt from the communications system of the recipient),
- on the Business Day on which it is dispatched or, if dispatched after 5 p.m. (in the place of receipt), on the next Business Day after the date of dispatch.

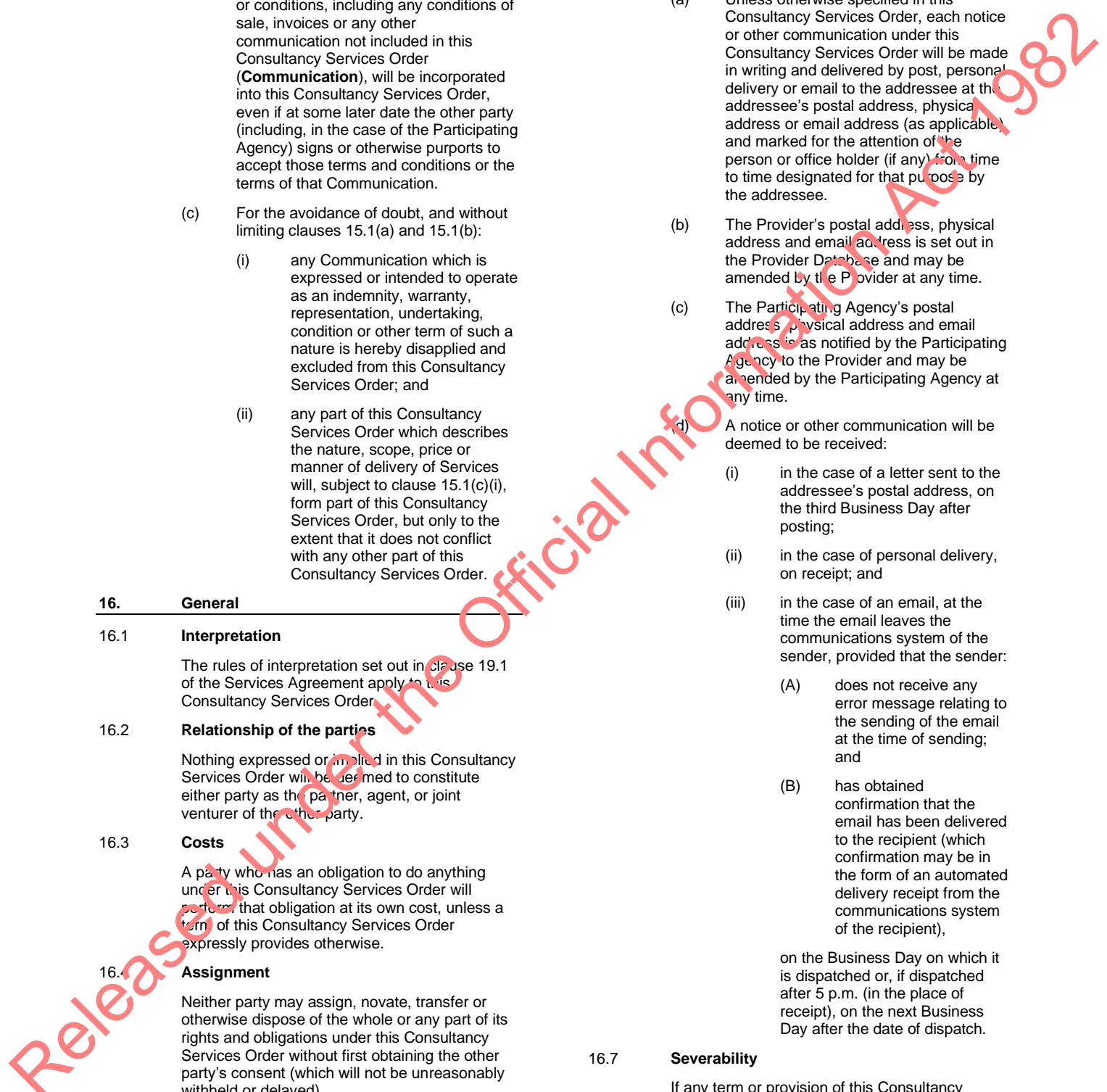
16.7

Severability

If any term or provision of this Consultancy Services Order is held to be illegal, invalid or unenforceable it will be severed from this Consultancy Services Order without affecting the legality, validity or enforceability of the remaining provisions.

16.8

Waiver



- (a) Neither party will be deemed to have waived any right under this Consultancy Services Order unless the waiver is in writing and signed by the parties.
- (b) Any failure or delay by a party to exercise any right or power under this Consultancy Services Order will not operate as a waiver of that right or power.
- (c) Any waiver by a party of any breach, or failure to exercise any right, under this Consultancy Services Order will not constitute a waiver of any subsequent breach or continuing right.

16.9 **Remedies cumulative**

Except as is expressly stated otherwise in this Consultancy Services Order:

- (a) the rights, powers and remedies provided in this Consultancy Services Order are cumulative and are not exclusive of any rights, powers or remedies provided by Law or under this Consultancy Services Order; and
- (b) the exercise of any rights, powers and remedies provided in this Consultancy Services Order will not prejudice the exercise of any other right, power or remedy under this Consultancy Services Order or existing at Law.

16.10 **Counterparts**

This Consultancy Services Order may be signed in two counterparts, each of which will be deemed an original, but both of which together are to constitute a single instrument.

16.11 **Governing law and jurisdiction**

- (a) This Consultancy Services Order is governed by, and will be construed in accordance with, the laws of New Zealand.
- (b) Subject to clause 13, each party irrevocably submits to the exclusive jurisdiction of the New Zealand courts for the purpose of hearing and determining any dispute under, or in connection with, this Agreement.

- (c) legal names, logos, trademarks, brands or images of the Participating Agency, including all related Intellectual Property of the Participating Agency and the New Zealand Coat of Arms or any other coat of arms or emblem used by the Participating Agency, but excluding the Provider's working papers;

Annexure means any document physically attached to a Schedule and identified as such and any other document incorporated by reference in any part of this Consultancy Services Order (other than an Annexure);

Appointment Letter means the letter issued to the Provider by the CoE, as amended or reissued from time to time, confirming (among other things) the Provider's appointment as an All-of-Government provider of consultancy services and detailing the terms and conditions of the appointment (including the Services and the applicable Terms);

Business Day means any day of the year other than a Saturday, a Sunday or a public holiday (as defined in section 44 of the Holidays Act 2003) observed at the location of the Participating Agency;

Charges means the amount payable by Participating Agencies for Services and includes Fees and Expenses, as described in Schedule 2 (Pricing) and agreed in this Consultancy Services Order;

CoE means the Ministry of Business, Innovation and Employment, the Centre of Expertise for Consultancy Services;

Commencement Date is the date on which this Consultancy Services Order is signed by both parties or, if two dates, the later date;

Confidential Information means:

- (a) all information and trade secrets already communicated or subsequently communicated under or in connection with this Consultancy Services Order, including information obtained during the negotiation of this Consultancy Services Order or in the performance of this Consultancy Services Order and information on the Provider Database;
- (b) any information about the business or property of either party including any information:
 - (i) relating to the financial position of that party;
 - (ii) concerning that party's suppliers and customers; or
 - (iii) relating to that party's internal management, structure, Personnel or strategies;
- (c) the terms of this Consultancy Services Order; and
- (d) Agency Information;

Conflict of Interest means any matter, circumstance, interest or activity of the Provider, its Personnel or Subcontractors, arising by whatever means that directly or indirectly conflicts with:

- (a) the duties of the Provider and any of its Personnel or Subcontractors to the Participating Agency; or
- (b) the interests of the Participating Agency in relation to this Consultancy Services Order or otherwise in respect to the provision of consultancy services to the Participating Agency either before or after the Commencement Date;

or otherwise impairs or might appear to impair the ability of the Provider (or any of its Personnel or Subcontractors) to provide the Services to the Participating Agency under this Consultancy Services Order diligently, independently,

SCHEDULE 1: DEFINITIONS

In this Consultancy Services Order, unless the context otherwise requires:

Administration Fee means the amount referred to in clause 8.0;

Agency Information means all:

- (a) information and records belonging to the Participating Agency that are supplied to or collected by the Provider for the purpose of enabling the Provider to perform its obligations under this Consultancy Services Order;
- (b) compilations of data created by a Participating Agency or the Provider for the purposes of this Consultancy Services Order; and

impartially and in the best interests of the Participating Agency;

Consultancy Services Order means this service order relating to the supply of Services issued by the Participating Agency;

Contract Quarter means a period of three consecutive months commencing on 1 January, 1 April, 1 July or 1 October;

Control means, in relation to the Provider or any ultimate or intermediate holding company or Holding Entity of the Provider, the power to:

- (a) manage, directly or indirectly, the operation of the business; or
- (b) control, directly or indirectly, the composition of the board of directors or board of management or equivalent governing body,

of the Provider or such ultimate or intermediate holding company or Holding Entity, whether through the ownership of voting securities, by contract or otherwise, and for these purposes "holding company" will have the same meaning as in section 5 of the Companies Act 1993;

Documentation means all advice, communications, documentation (including information on the Provider Database) and reports (whether in paper, electronic, audio or audio-visual format) relating to, or provided as part of, the Services together with additions, modifications to, and replacements of, that documentation, but excludes the Provider's working papers;

Estimate means an estimate of the total Charges for the Services required by the Participating Agency;

Expense means any actual and reasonable out-of-pocket costs incurred by the Provider in the delivery of the Services and agreed to in this Consultancy Services Order, and includes any freight and related costs, travelling and incidental expenses and other costs, disbursements, fees, charges and expenses directly or indirectly incurred by the Provider;

Fees means the amount payable by the Participating Agency to the Provider for its time spent delivering the Services calculated on the basis of the Rates, excluding Expenses;

Fit for Purpose means, in relation to any Service or Documentation to be provided by the Provider to the Participating Agency, that such Service or Documentation are, in descending order of priority, fit for the purpose(s):

- (a) expressly made known in writing by the Participating Agency to the Provider (including in this Consultancy Services Order); or
- (b) for which the Provider, given its knowledge of the Participating Agency and understanding why the Services or Documentation are required, has reason to expect such Services or Documentation to be used;

Force Majeure Event means an event or circumstance beyond the reasonable control of either party which makes it impossible or illegal to perform, or prevents compliance with, or the performance of, a party's obligations under this Consultancy Services Order, including:

- (a) fire, floods, tsunami, storms, tempest, earthquake or other act of God;
- (b) any act of a public enemy, war, riot, or act of civil or military authority;
- (c) nuclear, chemical or biological contamination; and
- (d) subject to paragraph (g) of this definition, any act of a third party engaged in subversive or terrorist activity or sabotage,

but does not include an event to the extent that:

- (e) the effect of that event could have been substantially prevented, avoided or overcome or mitigated by:
 - (i) implementation of any contracted business continuity or disaster recovery service, or any contingency plans agreed between the parties or which a party has represented it has in place; or
 - (ii) exercising a reasonable standard of care; or
 - (iii) using information provided by the other party or which is available in the public domain; or
- (f) it is an event for which the party affected is or was directly responsible; or
- (g) that event is constituted or caused by any act or omission of Personnel or a Subcontractor unless and to the extent that the Personnel or Subcontractor was itself affected by an event, which if it occurred in relation to either party would have been a Force Majeure Event; or
- (h) that event is constituted or caused by an Insolvency Event or the insolvency of a Subcontractor or lack of funds for any reason

GST means goods and services tax under the Goods and Services Tax Act 1985;

Holding Entity means a trust, unit trust, partnership, limited partnership, unincorporated joint venture or other body corporate or unincorporated body of persons that Controls the Provider, and includes any natural person that Controls the Provider;

Industry Best Practice means the high professional standard that would reasonably be expected from a prudent and experienced provider of consultancy services in New Zealand having regard to market practice at the relevant time;

Insolvency Event means, in relation to the Provider:

- (a) the presentation of an application for its liquidation that is not discharged within 30 days of its filing or which is not demonstrated to the Participating Agency prior to the expiry of that 30 day period as being an application that is frivolous or vexatious;
- (b) any step taken in or toward the making of any compromise, proposal or deed of arrangement with all or some of its creditors;
- (c) the appointment of a liquidator, receiver, statutory manager, administrator or similar official, to it;
- (d) the suspension or threatened suspension by it of the payment of its debts;
- (e) cessation by it of a whole or any relevant part of its business in New Zealand;
- (f) the enforcement of any security against the whole or a substantial part of its assets; or
- (g) any other insolvency event or proceedings analogous to any of the foregoing occurring in any relevant jurisdiction;

Intellectual Property means copyright, all rights in relation to inventions (including patents), registered and unregistered trademarks, registered and unregistered designs, trade or other proprietary rights or rights derivative of those rights (including licence rights) anywhere in the world as well as any other rights in intellectual property which are recognised or protected under Law;

Law means:

- (a) any statute, regulation, bylaw, ordinance or subordinate legislation in force from time to time to which a party is subject;
- (b) the common law and the law of equity as applicable to the parties from time to time;
- (c) any binding court order, judgment or decree;
- (d) any applicable industry code of practice or conduct, convention, policy, rule or standard to which a party is bound; or
- (e) any applicable direction, policy, permission, consent, licence, rule or order that is binding on a party and that is made or given by any governmental or regulatory body having jurisdiction over a party or any of that party's assets, resources or business,

in any jurisdiction that is applicable to this Consultancy Services Order;

Losses means liabilities, expenses, losses, damages and costs (including legal costs on a full indemnity basis);

Material Breach means any material breach by the Provider of the terms of this Consultancy Services Order or the occurrence of any event having a material effect on the ability of the Provider to perform its obligations under this Consultancy Services Order (other than a Force Majeure Event), including:

- (a) the occurrence of an Insolvency Event in relation to the Provider or the likely occurrence of an Insolvency Event;
- (b) the occurrence of a change in Control of the Provider or any ultimate or intermediate holding company or Holding Entity of the Provider that the CoE has not previously approved (acting reasonably);
- (c) any representation or warranty made by the Provider in terms of this Consultancy Services Order being found to be untrue or incorrect; and
- (d) any failure on the part of the Provider to comply with, observe or perform any of the terms of this Consultancy Services Order in circumstances where that contract breach or that contract breach together with other contract breaches is considered by the Participating Agency on reasonable grounds to cause the Provider to be unable or unwilling, or be likely to be unable or unwilling, to perform its obligations under this Consultancy Services Order.

Maximum Rates means the maximum Rates payable to the Provider for providing the Services, as recorded in the Provider Database, excluding Expenses;

Panel means the All-of-Government panel of providers who provide consultancy services to Participating Agencies, including any sub-panel, as detailed on www.procurement.govt.nz;

Participating Agency means the Participating Agency that is a party to this Consultancy Services Order;

Participating Agencies means each of the CoE and every other Eligible Agency that is a party to the memorandum of understanding between the CoE and all other Participating Agencies relating to the management of their relationship with each other and with the Provider in relation to the Services, as amended from time to time;

Personnel includes partners, principals, directors, employees, agents, officers and individual independent contractors;

Professional Adviser means any accounting, legal, procurement or technical professional;

Provider Database means the IT platform described in Schedule 7 (Provider Database) to the Services Agreement;

Quote means a fixed price, capped price or other pre-agreed basis for establishing the Charges for Services required by the Participating Agency where the Provider is prevented from increasing the Charges without the prior written consent of the Participating Agency;

Rates means the rates (whether hourly, daily or weekly or other time-related basis) payable to the Provider for providing the Services, determined in accordance with Schedule 2 (Pricing), excluding Expenses;

Related Entity means a related company under the Companies Act 1993 (New Zealand) or a related body corporate under the Corporations Act 200, provided that any reference in the Companies Act 1993 to a "company" is deemed to include any partnership, body corporate, association or other entity, whether corporate or unincorporated, irrespective of the place of incorporation or registration of that partnership, body corporate, association or other entity;

Representative has the meaning given in paragraph 3.1 of Schedule 5 (Governance) to the Services Agreement;

Service Level means a required standard for the Provider's performance of its obligations under this Consultancy Services Order, as described in Schedule 3 (Performance Measurement);

Service Level Default means a failure by the Provider to meet one or more Service Levels;

Services means the consultancy services provided from time to time under the terms of this Consultancy Services Order;

Services Agreement means the All-of-Government services agreement relating to the supply of Tier 1 and 2 consultancy services between the CoE and the Provider;

Subcontractor means any person to whom the Provider has subcontracted any part of its obligations under this Consultancy Services Order or who is a supplier to the Provider in respect of this Consultancy Services Order and includes the employees and subcontractors of that person and **Subcontract** will be construed accordingly;

Term means the period commencing on the date that this Consultancy Services Order is signed by both parties and ending on the earlier of:

- (a) the date on which the Services are completed in accordance with this Consultancy Services Order; and
- (b) the date on which this Consultancy Services Order is terminated in accordance with its terms; and

Tiers means any of **Tiers 1** and **Tiers 2** for which members of the Panel are appointed and, in respect of the Provider, means the Tier(s) the Provider is appointed to as detailed in the Appointment Letter.

SCHEDULE 2: PRICING

1. Introduction

This Schedule sets out general principles underlying the Charges.

2. Principles

2.1 Participating Agency will only pay for Services ordered

- (a) The Provider will invoice the Participating Agency for the Charges in accordance

with clause 8.3 of this Consultancy Services Order.

- (b) The Participating Agency will only pay for Services that it orders in accordance with this Consultancy Services Order.

2.2 No minimum volume

The Participating Agency is not required to meet a minimum aggregate expenditure or volume level for any Services.

2.3 No interest

No interest will be payable on any amount due to the Provider under this Consultancy Services Order.

2.4 Rates

- (a) The Fees are calculated on the Rates, being either the Rates that are recorded on the Provider Database or, subject to paragraph 3, a different Rate as negotiated between the Provider and Participating Agency and recorded in this Consultancy Services Order.

- (a) The Maximum Rates are the maximum amounts payable by the Participating Agency for the Services.

3. Charges

The Charges payable by the Participating Agency for Services must not include any Fees invoiced at Rates higher than the Maximum Rates recorded in the Provider Database.

SCHEDULE 3: PERFORMANCE MEASUREMENT

1. Introduction

This Schedule describes, in relation to the sub-categories for which the Provider has been appointed as a Tier 1 and Tier 2 Provider:

- (a) the Service Levels; and
- (b) how performance against Service Levels will be measured and reported.

2. Service Levels

2.1 Format

Each Service Level is described in Annexure A using the following format:

Parameter	Description
Description	Description of what the Service Level will measure
Purpose	Why it is important to Participating Agencies that the Service Level is met
Calculation	Method for calculating the Service Level
Service Level	The performance standard that the Provider is required to meet or exceed

2.2 Service Levels must be met

- (a) At all times during the Term, the Provider will, in relation to the sub-categories for which the Provider has been appointed as a Tier 1 and Tier 2 Provider, perform its obligations to meet or exceed the Service Levels.

- (b) The Provider acknowledges that any failure to meet the Service Levels may have a significant impact on the Participating Agency.

2.3 Changes to Service Levels

- (a) From time to time during the Term, the CoE and the Provider may negotiate in good faith to add, delete or modify then-existing Service Levels to reflect changes in the Participating Agencies' requirements or objectives.

- (c) Any changes to Service Levels will be effected in accordance with clause 10 of the Services Agreement.

3. Performance measurement

3.2 Failure to meet Service Levels

If the Provider fails to achieve one or more of the Service Levels in any Contract Quarter in respect of this Consultancy Services Order, it will:

- (a) take such steps and do all things necessary, as soon as possible, to correct the failure; and
- (a) notify the Participating Agency of the reasons for the failure and the steps that the Provider is taking to ensure that the failure is not repeated; and
- (b) consider whether the Charges for the Services that are subject to the Service Level Default should be reduced to reflect the lower value of the Services provided.

Annexure A: Service Levels

Parameter	1. Services Fit for Purpose
Description	Were the Services subject to this Consultancy Services Order Fit for Purpose?
Purpose	To ensure Services provided are Fit for Purpose.
Calculation	The Participating Agency will advise whether the Services are Fit for Purpose as part of the Agency Satisfaction Survey.
Service Level	100% of Services delivered to the Participating Agency must be Fit for Purpose.

Parameter	2. Timely Performance of Services
Description	Did the Provider perform the Services subject to this Consultancy Services Order within the timeframe recorded in this Consultancy Service Order (or as amended by agreement from time to time)?
Purpose	To ensure on-time provision of Services requested under a Consultancy Services Order.
Calculation	The Provider is required to report on this metric as part of the reporting requirements in Schedule 6 (Reporting) to the Services Agreement.
Service Level	The Provider must deliver all Services subject to this Consultancy Services Order within the agreed timeframe for delivery recorded in this Consultancy Services Order including any variation to the timeframe recorded in Part D of this Consultancy Services Order.

Parameter	3. Services Performed to budget
Description	Were the Charges for the Services subject to this Consultancy Services Order within the Estimate or Quote recorded in this Consultancy Services Order?
Purpose	To ensure Services requested under a Consultancy Services Order are performed on or under the Provider's Estimate or Quote.
Calculation	The Provider is required to report on this metric as part of the reporting requirements in Schedule 6 (Reporting) to the Services Agreement.
Service Level	The Provider must deliver all Services subject to this Consultancy Services Order within the agreed Estimate or Quote recorded in this Consultancy Services Order including any variation to the Estimate recorded in Part D of this Consultancy Services Order.

Released under the Official Information Act 1982

(2) AoG Consultancy Services Order (CSO)

AoG Consultancy Services Order (CSO)

Part A – for Participating Agency (client) to complete

The Participating Agency (referred to as the client in Parts A – E of this Consultancy Services Order) will complete this and email the entire form (including all Parts) to the Provider.

Today's Date	23 August 2023	CSO or Project name	Pricing framework: primary care Workstream Two
Agency	Te Whatu Ora	Provider	Sapere
Agency contact name & title	Jason Power	Provider contact name & title	David Moore
	Director Funding and Investment		Managing Director
Nominated Personnel		Nominated Personnel	
Agency email address	Jason.power@health.govt.nz	Provider email address	dmoore@thinksapere.com
Agency phone #		Provider phone #	s 9(2)(a)
Sub Category			
GCDO Assurance Sub Panel			
Protective Security Services Sub Panel			

Released under the Official Information Act 1982

A1. Purpose and any background information

Purpose

The purpose of this initiative is to review two specific areas of the primary care sector and scope improvements to services by:

1. Establishing a team that can complete a commissioning review of primary care rural services and urgent care services and the associated funding models. This commissioning programme of work aims to deliver a comprehensive investment and operational strategy work programme to ensure the systems, methods and mechanisms we use to provide primary health care are fit for purpose, sustainable, equitable, and reflect commitment to te Tiriti o Waitangi and the principles of the health reform;
2. Identifying appropriate funding mechanisms for the future commissioning of rural and urgent primary care services.
3. Identifying the capacity needed to meet future demand for rural and urgent primary health care services.

These components will reflect the Te Whatu Ora's nationally planned, regionally delivered and locally tailored service delivery approach.

There are significant pressures on urgent care and rural primary care services in Aotearoa in the short, medium and long term. Progress is required to address immediate system instability, to better serve the needs of the people of Aotearoa New Zealand and to prepare the health system for the future demands that will be placed upon it.

Problem statement

The current models underpinning rural and urgent primary health care services are not fit for purpose. They have largely grown organically, with little national planning or leadership, do not align with the principles of the health reform or the future vision outlined through Te Pae Tata, and do not achieve Pae Ora. A review of the basic structure, including the operating and funding model for services, is required to ensure they are grounded in the core values and principles which will achieve equity and whānau-centred services. The operating and funding model should be fit for purpose for the next decade.

Benefits

- Improvement in the quality of life of New Zealanders with better and more equitable access to culturally appropriate, patient centred rural and urgent care
- Development of integrated whole of system response to primary care services across Commissioning and Hospital & Specialist Services.
Increased resilience in primary and community care, as whanau are supported in a team based environment.
- Whānau will be empowered to determine their health and well-being aspirations. The diversity of our population will be recognised and different needs for care for Māori, Pacific, rural, disabled and rainbow communities will be reflected in the service solutions
- Resource allocation will be aligned with the need for rural and urgent health care services, rather than reflecting inequitable historical patterns of utilisation and funding.

- Investment in human resource skills and experience to develop plans for sector sustainability and resilience
- Support for the health sector in the current reality and preparing for the future state.

Desired output

- A comprehensive analysis of resources, services and commissioning mechanisms to support the rural and urgent care components of the primary health care work programme.

Desired outcomes

- Development of Te Ao Māori models that reflect Mātauranga Māori and create opportunities for investment and service delivery that are Māori led
- An equitable and cost-effective health sector which prioritises those with unmet need
- Timescales met for a commissioning and investment programme
- Alignment of services with Pae Ora principles in the post-health reform context
- Resilience and responsiveness in urgent and rural primary health care services
- Encourage the adoption of innovative models of care and approaches that support whānau holistically
- Action taken on urgent risks and service access and continuity issues.

A2. Specific questions / instructions for Provider

A3. Additional Information e.g. risks to client, additional contact information

A4. Client specific requirements

A5. Timeframes

A6. Indicative budget

A7. Outputs of the Services

A8. Tables

{Tables can be inserted here}

Released under the Official Information Act 1982

A9. Provider liability cap

Part B – for Provider to complete

The Provider will complete Part B and email the form back to the client

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B1. Specific Services to be provided

Scope

Sapere is supporting the delivery of two workstreams related to primary health care:

1. Workstream One – demand and supply analysis, and funding mechanisms for extended general practice services (to be completed by June 2024)
2. Workstream Two – service and funding model design for urgent care services and rural primary health care (to be completed by June 2024)

This engagement covers **Workstream Two – urgent and rural primary health care service and funding models** through to June 2024 and enables Sapere to begin work urgently in parallel on Workstream One. The CSO can be varied and extended if needed to enable completion of Workstream One.

Workstream Two Activities

The purpose of Workstream Two is to:

1. Identify short term options for stabilising the urgent care sector, to inform business cases for input into Budget 24.
2. Identify longer term drivers of cost and demand for rural and urgent primary health care services
3. Identify key areas of service vulnerability.
4. Identify future options for equitable and sustainable commissioning of urgent and rural health care services.

Key activities in scope are outlined below.

A1 Prepare and scope

This activity is focused on aligning expectations, exploring assumptions, and agreeing objectives and scope. The key steps are:

1. define objectives, scope, timeframes, and assumptions
2. define the approach
3. identify the data and information required to support this review, and whether that information exists within Te Whatu Ora or needs to be collected
4. develop the plan, stakeholder engagement approach, and governance and delivery framework for this work.

It is expected that the project will draw upon established sector working groups that have been convened by Te Whatu Ora.

Deliverables **D1 Workstream One Plan**

A2 Stabilisation of urgent care services

This activity is focussed upon understanding the current state viability of urgent care clinic services, cost pressures and identifying specific recommendations and associated supporting rationale for input into the Budget 24 process. The process will require:

- Rapid collection of data from a range of urgent care services, working with stakeholders to collect information in a timely manner.
- Analysis of cost drivers and patterns of access to urgent care services, including trends, and demographic patterns of demand.
- Analysis of revenue for urgent care services, the relationship to cost drivers and pressures, and identifying access and equity issues.
- Identifying options for Budget 24 to provide short term stabilisation of urgent care services and to maintain access to those services over a two year timeframe.

Sapere will work closely with Synergia on aspects of service analysis and options advice for this component of the assignment.

Deliverables **D2 Indicative budget materials** and **D3 Budget materials: urgent care stabilisation funding** will support this scope item.

A3 Forecasting and financial modelling: urgent care

This activity is focused on the financial modelling of different demand and workforce scenarios required to identify a long term sustainable approach to commissioning urgent care services, taking in to account the wider landscape of urgent services that are accessed in different forms of primary care, such as GP after hours and Emergency Department services, and the impact of access to these services on equitable health outcomes for Maori and other priority populations. ACC are also conducting a review of urgent care services, and this workstream will coordinate with ACCs analysis and approach.

The key steps, subject to data availability, are:

1. Modelling demand scenarios taking into account key assumptions on:
 - a. unmet need and equitable access to services;
 - b. changing complexity;
 - c. current state access and availability of services
 - d. Past and future demand mix across:
 - i. ED
 - ii. Dedicated urgent care
 - iii. General practice after hours services
 - iv. Telehealth services
 - v. Ambulance services
2. Modelling different workforce mix scenarios (based on model of care assumptions) to meet demand, using workforce assumptions approved by the project reference group.

3. Estimating resource use associated with demand and workforce scenarios, and associated funding and investment options.

Deliverable **D4 Urgent care commissioning options** will be the product of this scope item.

A4 Forecasting and financial modelling: rural primary health care

The key steps, subject to data availability, are:

1. Clarifying the model of care assumptions, equity impacts and key service scenarios to be analysed
2. Modelling demand scenarios taking into account key assumptions on:
 - a. unmet need and equitable access to services;
 - b. changing complexity;
 - c. current state access and availability of services
 - d. A range of service mix availability in different rural settings.
 - e. Past and future demand mix for PRIME
3. Modelling different workforce mix scenarios to meet demand, using workforce assumptions approved by the reference group.
4. Estimating resource use associated with demand and workforce scenarios, and associated funding and investment options.

Deliverable **D5 Rural primary care commissioning** will support this scope item.

A5 Peer review and completion

This activity will take the key outputs, particularly forecast demand models and pricing analysis and seek peer review both from within New Zealand and internationally, before finalising the definitive report of the Workstream. This will provide independent assurance of the robustness of the work.

Deliverable **D6 Final reports** will be the outcome from this scope item.




Key deliverables

Key deliverables are outlined in the table below.

#	Deliverable	Target date	Sapere role	Te Whatu Ora role
D1	Workstream One Plan	31 Aug 2023	Support	Lead
D2	Indicative budget materials	1 Oct 2023	Lead	Support
D3	Budget materials: urgent care stabilisation funding	30 Nov 2023	Lead	Support
D4	Report: urgent care commissioning options	31 Mar 2024	Lead	Support
D5	Report: rural primary care	31 Mar 2024	Lead	Support

	commissioning options			
D6	Final peer reviewed reports	30 Jun 2024	Lead	Support

Team

Staff member	Position and role	Daily rate (AUG)
 <p>Tom Love (Director) has a background in Public Health and economics, and extensive experience in primary health care research and analysis. He has 14 years' experience consulting with Sapere, and previously worked in university health services research and economics departments, as well as in New Zealand health organisations, including the Health Funding Authority and its predecessors.</p>	Project lead, director of analysis	S
 <p>Rohan Trill (Consultant) Rohan is a recent graduate from the University of Otago, where he completed a Master of Economics (with distinction) and a Bachelor of Commerce majoring in Economics along with a minor in Finance and Music Technology. Rohan has an aptitude for market analysis and has developed extensive data analytics skills through his work in the IDI.</p>	Analyst	S
 <p>Rebecca Rippon (Principal) Rebecca trained in the public health intelligence unit of Manatu Hauora and worked in DHB planning and funding for 12 years, before joining Sapere six years ago. Rebecca is a Principal and leads on our clinical services planning.</p>	Subject matter expertise	S
 <p>David Moore (Managing Director) David is a well-known health advisor with a wide range of clients in New Zealand's health sector including decision and investment frameworks, funding formulas, pricing frameworks, health economic issues and complex contracts. David has offered comment on equity issues over several decades.</p>	Project lead	S

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B2. Sub Category and Tier to be Provided		
Selection	Sub-category of Services	Tier (1/2/3)
	Accounting	
	Assurance	
	Audit	
*	Finance and economics	1
	Procurement and logistics	
	Taxation	
	Business change	
	Human resource	
	Marketing and public relations	
	Operations management and risk	
	Policy, research and development	

B3. Can you confirm that the Nominated Personnel (if any) is available to provide the Services?

Yes

B4. Can you confirm that the timeframe is acceptable?

Yes

B5. Estimated Start and End Date			
Start	19 June 2023	End	June 2024 (extendable)

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B6. Estimate / Quote (excluding GST, if any)

Fees	\$205,000
Administration Fee (Tier 1 and 2 only)	\$2,050
<i>(Optional)</i> The above Fees are apportioned as follows:	
Job Level 1	\$
Job Level 2	\$
Job Level 3	\$
Job Level 4	\$
Job Level 5	\$
Fixed Fee (Job Level 1)	\$
Fixed Fee (Job Level 2)	\$
Fixed Fee (Job Level 3)	\$
Fixed Fee (Job Level 4)	\$
Fixed Fee (Job Level 5)	\$
Monthly Retainer	\$
Subcontracting	\$
Expenses	\$
Total Charges	\$207,050
Identify whether the Total Charges is an Estimate / Quote and the method that the Charges have been calculated	Estimate – calculated by hourly AOG rates.

Additional information / assumptions:

Any travel expenses to be charged at cost.

If the project extends beyond November 2023, the costs can also be extended via contract variation.

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Job Level	Indicative Characteristics
Level 5	<ul style="list-style-type: none"> • 15+ years of extensive professional experience in their specialised field in a consultancy role. • An industry leader and key influencer who is respected for their professional proficiency and knowledge. • Recognised as a trusted adviser to ministers and/or senior executive teams. • Acts as the senior responsible person on major client engagements. Able to be accountable for leading complex projects/programs. • Responsible for leading a high performing team of professionals, including the coaching and mentoring of colleagues at Levels 1–4.
Level 4	<ul style="list-style-type: none"> • 10+ years of substantial professional experience in their specialised field in a consultancy role. • Strong theoretical base in subject area, with ability to apply best practice principles to the subject matter context. • Senior team leader with the ability to deputise for the senior responsible person and coach and mentor more junior staff. • Ability to coordinate contributions of other specialists to complete a joint project. • Can engage with clients at strategic/management level if required.
Level 3	<ul style="list-style-type: none"> • 3-10 years of notable professional experience in their specialised field in a consultancy role. • A trusted performer on a wide range of client-facing consultancy projects in both the private and public sectors. • Thorough knowledge of functional area, combining a broad grasp of relevant best practice principles. • Ability to participate in multi-disciplinary teams and to work independently (with limited supervision). • Performs professional level analysis requiring technical skills and independent initiative within a well-defined program of work. • Contacts with clients predominantly at a working level.
Level 2	<ul style="list-style-type: none"> • 1-3 years of demonstrable professional experience in their specialised field in a consultancy role. • Previous experience on a range of client-facing consultancy projects, preferably in both the private and public sectors. • Has a theoretical base in subject area, possibly supplemented through recent study, with the ability to translate theory into practice • Performs a variety of analytical tasks requiring independent initiative and knowledge. • Interacts with clients predominantly at the working level.
Level 1	<ul style="list-style-type: none"> • 0+ years of relevant professional experience in a professional environment. • Evidence of prior contributions to consultancy engagements. • Performs a range of administrative tasks to support the wider team. • Work is performed under the guidance of colleagues at Levels 3-5.

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B7. Conflict of Interest declaration and Additional Information	
I, David Moore, have made diligent inquiry whether Sapere has any actual, potential or perceived Conflict of Interest were it to provide the Services described in this Consultancy Services Order and I have disclosed any actual, potential or perceived Conflict of Interest and how it will be managed below:	
<input type="text" value="No conflicts."/>	

B8. Additional information	
N/A	

B9. Signatures	
Name of Provider's authorised signatory	David Moore, Managing Director, Sapere
Signature of authorised signatory	

The client accepts and authorises this Consultancy Services Order	
Name of client's authorised signatory	Abbe Anderson
Signature of authorised signatory	
Date of acceptance	29/8/23
Client's job reference or purchase order number	PO 210441

Please send this link below to your agency contacts to complete after each engagement. For long engagements, we recommend sending this at key milestones to seek feedback throughout the engagement.

[Consultancy](https://www.research.net/r/ClientSatisfactionSurvey-AoGcontracts-CSO) (https://www.research.net/r/ClientSatisfactionSurvey-AoGcontracts-CSO)

[GCDO Assurance](https://www.research.net/r/GCDOAssuranceServices-CSO) (https://www.research.net/r/GCDOAssuranceServices-CSO)

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Part C – Variations to Part A
LEAVE BLANK WHEN ISSUING CONSULTANCY SERVICES ORDER
The client will complete Part C if they wish to change any details in Part A

C1. Revised scope and/or timeframe

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Part D – Variations to Part B

LEAVE BLANK WHEN ISSUING CONSULTANCY SERVICES ORDER

The Provider will complete this only if and when it receives a Variation per Part C above from the client

D1. Revised Estimate (excluding GST, if any)

Revised Fees	\$(Add in total Fees)
Administration Fee (Tier 1 and 2 only)	\$(1% of Fees for Services for which the Provider is Tier 1 or Tier 2)
<i>(Optional)</i> The above Fees are apportioned as follows:	
Job Level 1	\$
Job Level 2	\$
Job Level 3	\$
Job Level 4	\$
Job Level 5	\$
Fixed Fee (Job Level 1)	\$
Fixed Fee (Job Level 2)	\$
Fixed Fee (Job Level 3)	\$
Fixed Fee (Job Level 4)	\$
Fixed Fee (Job Level 5)	\$
Monthly Retainer	\$
Subcontracting	\$
Revised Expenses	\$
Total Charges	\$
Identify whether the Total Charges is an Estimate / Quote and the method that the Charges have been calculated	

Additional information / assumptions:

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Part E – Acceptance

LEAVE BLANK WHEN ISSUING CONSULTANCY SERVICES ORDER

The Provider and client to complete on acceptance of this Consultancy Services Order

E1. Signatures	
Name of Provider's authorised signatory	
Signature of authorised signatory	
The client accepts and authorises this Consultancy Services Order	[Yes/No]
Name of client's authorised signatory	
Signature of authorised signatory	
Date of acceptance	
Client's job reference or purchase order number	[if required]

Please send this link below to your agency contacts to complete after each engagement. For long engagements, we recommend sending this at key milestones to seek feedback throughout the engagement.

[Consultancy](https://www.research.net/r/ClientSatisfactionSurvey-AoGcontracts-CSO) (<https://www.research.net/r/ClientSatisfactionSurvey-AoGcontracts-CSO>)

[GCDO Assurance](https://www.research.net/r/GCDOAssuranceServices-CSO) (<https://www.research.net/r/GCDOAssuranceServices-CSO>)

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Part F – Terms

THE PROVIDER AND PARTICIPATING AGENCIES ARE NOT PERMITTED TO AMEND THIS PART F.

This Part F contains an extract of selected terms and conditions from the Services Agreement (the Agreement). Clause, schedule and paragraph references have been updated to refer to clauses, schedules and paragraphs in this Part F where applicable. For the full terms and conditions that govern the Services, please refer to the Agreement.

1. Appointment

1.1 Appointment

- (a) The Participating Agency appoints the Provider to provide Services to the Participating Agency as detailed in this Consultancy Services Order and the Provider accepts that appointment, in accordance with the terms of this Consultancy Services Order.
- (b) Certain obligations of the Provider in this Consultancy Services Order do not apply to sub-categories of Services for which the Provider has been appointed as a Tier 3 Provider as follows:
 - (i) the Participating Agency may nominate specific Personnel to be the primary providers or to supervise the delivery of the Services but clauses 6.2(b) and 6.2(e) do not apply to any nominated Personnel;
 - (ii) the relevant Services are not required to meet or exceed the Service Level specified in Schedule 3 (Performance Measurement) and clause 2.5(a), Schedule 3 (Performance Measurement) do not apply;
 - (iii) the Provider is not required to pay an Administration Fee and clause 8.3(a)(v) does not apply;
 - (iv) the Provider is not required to conduct the Agency Satisfaction Survey for the relevant Services and clause 5.1(h) does not apply;
 - (v) the Provider and Participating Agency are not obligated to escalate a dispute to the CoE's All-of-Government Procurement Manager, Centre of Expertise for Consultancy, in accordance with clause 13.2(c)(ii); and
 - (vi) as otherwise stated in this Consultancy Services Order.

the terms of this Consultancy Services Order.

- (b) The Provider will use all reasonable endeavors to ensure that, on the date the Documentation is provided under this Consultancy Services Order, such Documentation is in a readable and readily useable format.

2.2 Agents may procure Services

The Participating Agency may, by notice to the Provider and the CoE, appoint one or more third parties to procure Services under this Consultancy Services Order on the Participating Agency's behalf and/or receive invoices, as if that agent was a Participating Agency, provided that any such procurement is for the sole benefit of the Participating Agency.

2.3 Timely performance

The Provider will ensure that the Services to be performed under this Consultancy Services Order are provided on or before the date specified for performance (if any) in this Consultancy Services Order and, if no time is specified, within a reasonable time after the issue of the Consultancy Services Order.

2.4 Delay

- (a) If the Provider considers that it is (or is likely to be) prevented or delayed from achieving a date or time for performance (**Milestone**) specified in this Consultancy Services Order (**Delay**), it will:
 - (i) immediately provide notice verbally or in writing to the Participating Agency, setting out:
 - (A) the cause of the Delay and its expected duration;
 - (B) the effect of the Delay on its ability to perform its obligations under this Consultancy Services Order (including any future Milestones);
 - (C) what extension, if any, to the relevant Milestone is being sought; and
 - (D) what steps, if any, the Participating Agency

2. Services

2.1 Services

- (a) The Provider will provide Services to the Participating Agency in accordance with

may take to mitigate the effect of the Delay; and

- (ii) take all reasonable steps necessary (including by the allocation of additional resources) to eliminate or avoid the Delay and, in all cases, mitigate its effects.

(b) If the Provider and Participating Agency agree that the Delay is acceptable or wish to amend the Milestone:

- (i) the Provider will complete and submit Part C of this Consultancy Services Order to the Participating Agency; and
- (ii) upon receipt of the completed Part C of this Consultancy Services Order, the Participating Agency must promptly advise the Provider in writing if the completed Part C is acceptable.

(c) If the Provider does not achieve the Milestone (as amended from time to time) and the Participating Agency's acts or omissions, or those of its Personnel or third parties acting on its behalf, have not caused the Provider to fail to achieve the Milestone, the Participating Agency may, without prejudice to any other right or remedy, suspend payment of any Charges relating to this Consultancy Services Order until the Provider remedies the relevant failure.

2.5

Service standards

(a) The Provider must provide the Services in relation to the sub-categories for which the Provider has been appointed as a Tier 1 and Tier 2 Provider to a standard that reaches or exceeds the Service Levels specified in Schedule 3 (Performance Measurement).

(b) In addition, the Provider must:

- (i) provide the Services diligently, efficiently, effectively and in accordance with Industry Best Practice;
- (ii) ensure that the Services to be performed under this Consultancy Services Order are provided on or before the date specified for performance (if any) in this Consultancy Services Order and, if no time is specified, within a reasonable time after the issue of this Consultancy Services Order;
- (iii) ensure that all Documentation, information and advice (including Documentation, information and advice provided prior to the issue of this Consultancy Services Order) provided to the Participating Agency or published on the Provider Database is Fit for Purpose so that, without limitation, it contains sufficient content and detail to enable the Participating Agency

to make use of it for the purpose for which it was requested;

- (iv) act in the best interests of the Participating Agency in the provision of Services to the Participating Agency; and
- (v) provide Services to the reasonable satisfaction of the Participating Agency (as reported to the CoE).

3. Estimates and Quotes

3.1 Estimates and Quotes

- (a) The Provider must provide an Estimate or Quote for all Services to be provided under this Consultancy Services Order, unless the total Fees in respect of the Services under this Consultancy Services Order are likely to be less than \$10,000 (exclusive of GST) or such other amount as determined by the CoE and notified to the Provider.
- (b) Despite clause 3.1(a), if, during the course of providing the Services, the Provider becomes aware that the total Fees (excluding GST) are likely to exceed the amount referred to in clause 3.1(a), the Provider must provide an Estimate in accordance with clauses 3.1(c) to (e).
- (c) All Estimates and Quotes will be provided at no cost to the Participating Agency.
- (d) All Estimates and Quotes must specify the estimated timeframe to perform the Services requested in this Consultancy Services Order and the Rates of Personnel providing the Services and include any Expenses likely to be incurred in providing the Services.
- (e) All Quotes and Estimates must be provided to the Participating Agency in writing and must be included in this Consultancy Services Order.
- (f) To avoid doubt and without limiting clause 4.5(c) of the Services Agreement, if any Quote or Estimate is not acceptable to the Participating Agency, the Participating Agency and Provider may seek to negotiate a more favourable Quote or Estimate, including a decrease in the Rates on which the Quote or Estimate was based.

3.2 If Charges exceed the Estimate

- (a) If during the course of providing the Services under this Consultancy Services Order, the Provider becomes aware that the total Charges (excluding GST) are likely to exceed the Estimate, the Provider must give written notice to the Participating Agency using Part D of this Consultancy Services Order as soon as the Provider becomes so aware, but no later than the time the costs accrued or incurred reach 80% of the Estimate.
- (b) The notice under clause 3.2(a) must specify a revised Estimate for the Services and include the reason the total

Charges will exceed the original Estimate.

- (c) The Participating Agency has sole discretion whether to approve a revised Estimate and must act reasonably when deciding whether to approve a revised Estimate.
- (d) When a revised Estimate is approved, the Participating Agency must provide written notice of the same to the Provider.
- (e) If a Provider has provided an Estimate to the Participating Agency for Services, the Participating Agency is not liable to pay the Provider any amount exceeding the Estimate unless the Participating Agency has approved a revised Estimate.

3.3

If Charges exceed the Quote

- (a) The Provider acknowledges that neither the CoE nor the Participating Agency are obliged to pay any Charges to the Provider in relation to Services performed under this Consultancy Services Order if those Charges exceed any Quote provided in relation to this Consultancy Services Order, unless the Participating Agency has given its prior written consent in accordance with clause 3.3(b).
- (b) If the Participating Agency agrees to allow the Provider to increase the Charges:
 - (i) the Provider will complete and submit Part D of this Consultancy Services Order to the Participating Agency; and
 - (ii) upon receipt of the completed Part D of this Consultancy Services Order, the Participating Agency must promptly advise the Provider (in writing) if the completed Part D is acceptable.

4. Conflicts of interest

4.1 Conflicts of interest

- (a) The Provider must, upon receipt of this Consultancy Services Order, make diligent inquiry whether it has any actual, potential or perceived Conflicts of Interest if it were to provide the Services specified in this Consultancy Services Order and, if no such Conflict of Interest exists, the Provider must provide confirmation to that effect to the Participating Agency.
- (b) If the Provider has an actual, potential or perceived Conflict of Interest, the Provider must immediately notify the Participating Agency and must not begin performing the Services without the prior written approval of the Participating Agency.
- (c) The Provider must take all reasonable steps to ensure that:
 - (i) a situation does not arise that might result in an actual, potential or perceived Conflict of Interest; and

- (ii) any Personnel or Subcontractors of the Provider do not engage in any activity or obtain interests that might result in the Provider or such Personnel or Subcontractors having an actual, potential or perceived Conflict of Interest,

that cannot be managed to the satisfaction of the Participating Agency.

- (d) If, after commencing Services under this Consultancy Services Order, the Provider becomes aware of any matter, circumstance, interest or activity that may give rise to any actual, potential or perceived Conflict of Interest, the Provider must immediately notify the Participating Agency of all relevant details and must immediately cease work on the Services until such time as the Participating Agency provides written notice confirming the Provider may continue to perform the Services or terminates the engagement of the Provider in respect to the Services to be performed under this Consultancy Services Order in accordance with clause 4.1(e).
- (e) If the Participating Agency considers that the Provider has an actual Conflict of Interest of sufficient gravity that the Provider can no longer perform Services for it, the Participating Agency may, by written notice to the Provider, terminate this Consultancy Services Order with immediate effect on the date of termination specified in that notice.
- (f) Any approval or notice given by the Participating Agency pursuant to clause 4.1(b) or 4.1(d) may require the Provider to take steps reasonably required by the Participating Agency to manage the Conflict of Interest, and the Provider must provide written notice confirming its acceptance of those steps before it may commence or continue to provide the Services under this Consultancy Services Order.

5. Responsibilities

5.1 Provider responsibilities

In addition to its other obligations under this Consultancy Services Order, the Provider will:

- (a) respond promptly, accurately and adequately to any requests for information made by the Participating Agency in relation to the Services, including requests for advice;
- (b) in performing Services for the Participating Agency under this Consultancy Services Order comply with all privacy and other policies and guidelines issued by the Participating Agency and notified or made available to the Provider;
- (c) obtain, maintain and comply with any governmental, regulatory or other approvals, permissions, consents, licences, and requirements necessary to provide the Services and perform its

obligations under this Consultancy Services Order;

- (d) comply with all Laws at all times during the Term in so far as they relate to the provision of the Services, including the Privacy Act 1993 and all applicable consumer laws;
- (e) ensure that it and its Personnel providing the Services do not access the Participating Agency's information or systems except to the extent necessary to provide the Services and for no other purpose;
- (f) as soon as is practicable, notify the Participating Agency of any problems or issues that arise in relation to the performance of its obligations under this Consultancy Services Order, including any problems or issues that will, or are likely to, affect the provision or quality of the Services or the ability of the Provider to perform its obligations under this Consultancy Services Order;
- (g) without limiting any other provision of this Consultancy Services Order, use all reasonable endeavours to avoid damaging or adversely affecting any Participating Agency's reputation;
- (h) in relation to the sub-categories for which the Provider has been appointed as a Tier 1 and Tier 2 Provider, conduct the Agency Satisfaction Survey by asking the Participating Agency the questions recorded in Annexure A of Schedule 5 (Governance) to the Services Agreement within 5 Business Days of the Services on this Consultancy Services Order being completed.

5.2 Participating Agencies' responsibilities

The Participating Agency has the following responsibilities in relation to the Services:

- (a) to manage its operational relationship with the Provider, including in relation to the fulfilment of this Consultancy Services Order;
- (b) to notify the Provider of all relevant policies, guidelines and procedures of the Participating Agency that the Provider must comply with when performing the Services under this Consultancy Services Order;
- (c) to provide adequate instructions and information to the Provider to allow it to perform the Services under this Consultancy Services Order;
- (d) to make timely decisions where approvals or consents are reasonably sought by the Provider in performing the Services under this Consultancy Services Order;
- (e) to pay the Charges; and
- (f) to use its best efforts to resolve any dispute directly with the Provider before involving the CoE in accordance with clause 13.

6. Resourcing

6.1 General requirements

The Provider will provide and maintain sufficient resources (including human resources, equipment, telecommunications connectivity, premises and other facilities) to enable it to perform its obligations on time and otherwise in accordance with this Consultancy Services Order.

6.2 Provider's Nominated Personnel

- (a) The Participating Agency may, in this Consultancy Services Order, nominate specific Personnel (**Nominated Personnel**) to be the primary providers or to supervise the delivery of the Services.
- (b) If any Nominated Personnel nominated in this Consultancy Services Order are not available to provide or supervise the Services requested, the Provider must immediately notify the Participating Agency and provide details of other Personnel (if any) with the necessary skills and experience to provide or supervise the Services requested pursuant to this Consultancy Services Order.
- (c) Notice given under clause 6.2(b) must specify the period for which the Nominated Personnel will continue to be unavailable.
- (d) Upon receipt of notice under clause 6.2(b), the Participating Agency must notify the Provider whether the replacement Personnel are acceptable.
- (e) The Participating Agency is under no obligation to accept any replacement Personnel and, if it does not approve the replacement Personnel, the Provider may not commence or continue providing the Services.

6.3 Personnel

- (a) The Provider will ensure that all of its Personnel who are engaged in the performance of the Provider's obligations under this Consultancy Services Order:
 - (i) have the requisite skills, expertise, qualifications and experience;
 - (ii) have, before performing any such obligations, obtained all security clearances and passed all probity checks required by, or necessary to provide the Services to, the Participating Agency;
 - (iii) comply with all health, safety, security and other policies, codes of conduct, procedures and reasonable directions as may be reasonably required by the Participating Agency from time to time; and
 - (iv) will carry out their respective duties with due care, skill and diligence.

- (b) The Participating Agency will notify the Provider of any security clearances and probity checks required by, or necessary to provide the Services to, the Participating Agency.
- 6.4 **Subcontracting**
- (a) The Provider will not subcontract the performance of all or part of the Services or any of its other obligations under this Consultancy Services Order, except with the prior written consent of the Participating Agency.
- (b) The Provider is solely responsible for the selection of each Subcontractor and must ensure that each Subcontractor is creditworthy, qualified and has the relevant experience to perform the work it is required to carry out for the Provider.
- (c) To the extent permitted by Law, the Provider is and remains fully responsible for any act or omission of any Subcontractor.
- (d) The Provider must ensure that each Subcontractor contains obligations on the Subcontractor that are consistent with the relevant terms of this Consultancy Services Order, including in relation to clauses 5.1 (Provider responsibilities), 6.3(a) (Personnel), 10 (Confidentiality), 11 (Intellectual Property) and 14 (Termination) and Schedule 3 (Performance Measurement), together with clause 15 (Audit) of the Services Agreement.
- (e) If, in the Participating Agency's reasonable opinion, a Subcontractor is:
- (i) materially not performing in accordance with the terms of this Consultancy Services Order, the Participating Agency may, by notice to the Provider, require the Provider to procure that the Subcontractor performs the relevant obligations within 10 Business Days, failing which the Participating Agency may, by notice to the Provider, require the Provider to remove that Subcontractor; or
- (ii) a material threat to the health, safety or security of the Personnel or property of the Participating Agency, or has breached security or confidentiality requirements of this Consultancy Services Order, the Participating Agency may, by notice to the Provider, require the Provider to remove that Subcontractor,
- and the Provider will ensure the immediate removal of that Subcontractor.

7. **Changes**

7.1 **Change procedure**

The Participating Agency may agree any variations to this Consultancy Services Order with the Provider using Part C of the Consultancy Services Order.

8. **Price and payment**

8.1 **Calculation of Charges**

The Charges will be calculated in accordance with the terms of Schedule 2 (Pricing).

8.2 **Participating Agency to pay for Services**

- (a) The Participating Agency will pay the Provider the Charges applicable to any Services procured by the Participating Agency on the terms of this clause 8.
- (b) The Charges and Administration Fee comprise the total amount payable by the Participating Agency for the Services.

8.3 **Invoicing and payment**

Except as otherwise provided in Schedule 2 (Pricing) or as agreed with the Participating Agency in this Consultancy Services Order, the Provider will invoice the Participating Agency (or, if the Participating Agency has instructed the Provider in writing, the third party agent) for the Charges and the Participating Agency will pay those Charges, in accordance with the following terms:

- (a) the Provider will render one itemised invoice to the Participating Agency at the end of each month during the Term for all Services performed during that month specifying (as applicable):
- (i) the nature and amount of the Fees or other applicable fees and fee structures;
- (ii) the Personnel and their applicable Rate;
- (iii) the hours billed (by Personnel and in the aggregate);
- (iv) the nature and amount of any Expenses (including any third party charges to be passed on to the Participating Agency);
- (v) if applicable, the amount representing the Administration Fee;
- (vi) how much of the Estimate or Quote has been used;
- (vii) a brief description of the Services provided during that month; and
- (viii) any other matters the Participating Agency may reasonably request;
- (b) each correctly rendered invoice will be payable on or before the 20th day of the month following the month in which the invoice was received;
- (c) the Participating Agency will have no obligation to pay any Charges which are invoiced more than 90 days after the date that such amount was required to be invoiced pursuant to this clause 8.3; and
- (d) the Provider may only invoice the Participating Agency for any Expenses at the cost actually incurred by the Provider.

8.4 **Invoice disputes**

If the Participating Agency or the Provider disputes an invoice:

- (a) it may withhold the disputed sum and, if applicable, associated Administration Fee until the dispute is resolved;
- (b) the dispute will be resolved in accordance with clause 13; and
- (c) it will pay the undisputed portion in accordance with clause 8.3.

The Provider will not be excused from performing its obligations under this Consultancy Services Order while an invoice is disputed by the Participating Agency.

8.5 Taxes

- (a) Except for any GST payable by the Participating Agency, any present or future tax, levy, impost, duty, charge, assessment or fee of any nature (including applicable interest and penalties) payable in connection with this Consultancy Services Order under any Law is to be paid by the Provider and not passed on to the Participating Agency unless otherwise expressly agreed in writing by the Participating Agency.
- (b) The Participating Agency may deduct from any payment to be made to the Provider any withholding taxes or other deductions that it is required by Law to make.

8.6 Administration Fee

In relation to the sub-categories for which the Provider has been appointed as a Tier 1 or Tier 2 Provider, the Provider will ensure that each invoice issued to the Participating Agency for the Charges includes, in addition to the Charges, a separate amount equal to 1% of the Fees (excluding GST) (the **Administration Fee**).

8.7 Suspension of payment

- (a) Without prejudice to any other right or remedy that may be available to the Participating Agency, the Participating Agency may suspend payment of all or any part of the Charges if the CoE has notified the Provider that the Provider is in Material Breach, until that Material Breach is remedied.
- (b) If the Material Breach is not capable of remedy the Participating Agency and the Provider agree to treat the Charges as being in dispute and clause 14 will apply.

9. Warranties

9.1 General warranties

Each party represents, warrants and undertakes that:

- (a) it has full power, capacity and authority to execute, deliver and perform its obligations under this Consultancy Services Order;
- (b) it has, and will continue to have, all the necessary consents, permissions, licences and rights to enter into and perform its obligations under this Consultancy Services Order; and

- (c) this Consultancy Services Order constitutes its legal, valid and binding obligations and is enforceable in accordance with its terms.

9.2

Provider's warranties

The Provider represents, warrants and undertakes that:

- (a) it will perform its obligations under this Consultancy Services Order with due care, skill, promptness and diligence at all times;
- (b) it has, and will have throughout the Term, sufficient Personnel to supply the Services and to perform its other obligations under this Consultancy Services Order;
- (c) it, and each of its Personnel engaged in the performance of the Services, has, and will have throughout the Term, the necessary expertise and all necessary governmental, regulatory or other approvals, permissions, consents, licences, qualifications, accreditations and requirements to provide the Services and perform its other obligations under this Consultancy Services Order;
- (d) it will comply with the requirements of all Laws as they relate to the provision of Services by the Provider;
- (e) the possession or use of any item of Intellectual Property supplied or licensed by it, or the use of any item of Intellectual Property by it to perform its obligations under this Consultancy Services Order, will not infringe the rights of any third party;
- (f) all Documentation (and any other information or advice supplied by it to the Participating Agency) and any information and data reported to the CoE will be accurate, complete and (as applicable) Fit for Purpose;
- (g) there are no existing agreements, undertakings or arrangements which prevent it from entering into this Consultancy Services Order, or which would impede the performance of its obligations under this Consultancy Services Order, or that it would breach by entering into this Consultancy Services Order;
- (h) it is not (and nor is any of its Personnel) a party to any litigation, proceedings or disputes which could adversely affect its ability to perform its obligations under this Consultancy Services Order; and
- (i) it has not offered any inducement in connection with the entering into or negotiation of this Consultancy Services Order, and will not offer any inducement in connection with the supply of Services to the Participating Agency.

9.3

Continuous application

The warranties, representations and undertakings set out in clause 9.2 will be deemed to be given by the Provider continuously throughout the Term.

9.4 **Notification**
Each party will promptly notify the other if at any time during the Term it breaches any of the warranties, representations and undertakings in this clause 9.

9.5 **Other warranties excluded**
All warranties (statutory, express or implied) which are not expressly referred to in this Consultancy Services Order are excluded to the fullest extent permitted by Law.

10. Confidentiality

10.1 Protection of Confidential Information

- (a) Subject to clauses 10.1(c) and 10.2, the Provider and the Participating Agency will treat as confidential and not disclose to any third party nor use for its own benefit any Confidential Information that is the Confidential Information of the other.
- (b) The Provider will:
- (i) ensure that all Confidential Information of the Participating Agency (and any backup archives containing such Confidential Information) in the possession or control of the Provider from time to time is kept secure and managed and protected and only disclosed or otherwise dealt with in accordance with this Consultancy Services Order;
 - (ii) not use any Agency Information for its own purposes or for any purposes different from those contemplated by this Consultancy Services Order; and
 - (iii) advise the CoE in writing if any Confidential Information of the Participating Agency will be transferred or stored outside New Zealand before such information is transferred and will confirm that the requirements of this clause 10.1 will be met while such Confidential Information is stored outside New Zealand.
- (c) Clause 10.1(a) does not prevent the disclosure of Confidential Information:
- (i) if that information was known, or becomes known, to the public through no act or default of the recipient;
 - (ii) that the recipient is required by Law or parliamentary practice (including parliamentary questions) to disclose, or to a Select Committee or to a Minister of the Crown, so long as the recipient provides notice of the required disclosure promptly upon receipt of notice of the required disclosure (if it is permitted to do so by Law);
 - (iii) that was lawfully known to the recipient prior to the date it was received;

- (iv) that becomes available to the recipient from a source other than a party to this Consultancy Services Order, provided that the recipient has no reason to believe such source is itself bound by an obligation of confidence to the person that disclosed that information or is otherwise prohibited under Law from disclosing such information;
- (v) to any Professional Adviser for the purposes of rendering professional services to a party in relation to this Consultancy Services Order;
- (vi) to the extent that such disclosure is authorised by this Consultancy Services Order; or
- (vii) if such disclosure is approved for release with the consent of the party from whom the Confidential Information is first received.

10.2 Limited disclosure

- (a) The Provider may, subject to clause 10.2(d), disclose the Confidential Information of the Participating Agency to its Subcontractors, Personnel, Related Entities and Professional Advisers who need to know the same for the sole purpose of enabling the Provider to perform its obligations and exercise its rights under this Consultancy Services Order.
- (b) The Participating Agency may, subject to clause 10.2(d), disclose the Confidential Information of the Provider to its third party suppliers, Personnel and Professional Advisers and any other Participating Agencies (including the CoE) who need to know the same in connection with the Services.
- (c) The Provider will not disclose the Participating Agency's Confidential Information to any of its Subcontractors, Related Entities or Professional Advisers, and the Participating Agency will not disclose the Provider's Confidential Information to any of its third party suppliers or Professional Advisers, unless the recipient has given a written confidentiality undertaking to the disclosing party in terms substantially similar to those set out in this clause 10.
- (d) Any undertaking given pursuant to clause 10.2(c) will be provided to the other party to this Consultancy Services Order on request.

11. Intellectual Property

11.1 Intellectual Property owned by Provider

- (a) The Participating Agency acknowledges that all:
 - (i) Intellectual Property held by the Provider before the Commencement Date;
 - (ii) Intellectual Property developed independently from this

Consultancy Services Order by the Provider, and that is not developed, commissioned or created under or in connection with this Consultancy Services Order; and

- (iii) adaptations and modifications to the Intellectual Property described in clauses 11.1(a)(i) and (ii),

remains the Provider's sole and exclusive property (**Provider IP**).

- (b) To the extent that the Participating Agency needs to use any of the Provider IP to receive the full benefit of the Services, the Provider grants to the Participating Agency a royalty-free, non-exclusive licence (including, if agreed in this Consultancy Services Order, the right to sublicense) to use, copy, modify and distribute during the Term any Provider IP provided to the Participating Agency by or on behalf of the Provider.

11.2 Intellectual Property owned by Participating Agency

- (a) The Provider acknowledges that the Participating Agency or its licensor has, and continues to have, sole and exclusive ownership of all Intellectual Property rights in all of the Agency Information together with all adaptations and modifications of such Agency Information (**Pre-contract Participating Agency IP**).
- (b) All Intellectual Property created or developed by the Provider or its employees or Subcontractors in performing the Services and developing the Documentation will be owned by the Participating Agency from the date the Intellectual Property is created or developed (**Post-contract Participating Agency IP**) and, together with the Pre-contract Participating Agency IP, the **Participating Agency IP**.
- (c) If the Provider (or any of its Subcontractors) has under any Law any right in or claim to any of the Participating Agency IP or holds any of the Participating Agency IP, the Provider (on itself and for its Subcontractors):
 - (i) assigns to the Participating Agency all of its rights, title and interest in and to the Participating Agency IP from the date it was created or developed; and
 - (ii) waives all right of lien or similar rights as may now or later be claimed in the Participating Agency IP; and
 - (iii) waives all of its moral rights under Part 4 of the Copyright Act 1994 in the Participating Agency IP,

and the Provider will sign all documents and do all acts and things that are necessary to give effect to this clause 11.2(c).

- (d) To the extent that the Provider needs to use any of the Participating Agency's IP for the purpose of performing its obligations under this Agreement, the Participating Agency grants to the Provider, subject to any written direction given by the Participating Agency, of a royalty-free, non-exclusive, non-transferable licence to use and store the Participating Agency's IP for the sole purpose of performing its obligations under this Consultancy Services Order during the Term.

11.3 Intellectual Property owned by third parties

- (a) To the extent that the Provider needs to use any Intellectual Property, held or owned by a third party (**Third Party IP**) in performing the Services under this Consultancy Services Order, the Provider will use its best endeavours to obtain the fullest rights of use and licence of that Third Party IP (on terms and at a cost to be agreed with the Participating Agency) as are necessary for the performance of those Services for the benefit of the Participating Agency.
- (b) The Participating Agency acknowledges that the Provider may have limited ability to obtain rights and/or a licence to use any Third Party IP and, where the Provider, using its best endeavours, cannot obtain appropriate rights and/or a licence for the Participating Agency to use that Third Party IP, the warranty in clause 9.2(e) applies.

12. Liability

12.1 Indemnity

- (a) The Provider will, to the extent permitted by Law, indemnify the Participating Agency against all Losses suffered or incurred by the Participating Agency as a result of any:
 - (i) unlawful, malicious or negligent act or omission by the Provider;
 - (ii) personal injury, sickness, death or loss of, or damage to, tangible property due to an act or omission of the Provider; or
 - (iii) any other breach by the Provider of its obligations under this Consultancy Services Order.
- (b) The Provider will, subject to clause 12.1(c), indemnify the Participating Agency against all Losses suffered or incurred by the Participating Agency as a result of any claim that the possession or use of any Intellectual Property supplied or licensed by the Provider, or the use of any Intellectual Property used to provide the Services, infringes any third party's rights.
- (c) The Provider will have no liability under clause 12.1(b) to the extent that any IP Claim arises from any:
 - (i) modification by the Participating Agency of any item of Intellectual Property supplied or licensed by

- the Provider without the approval of the Provider;
- (ii) use by the Participating Agency of Intellectual Property supplied or licensed by the Provider for any purpose disallowed by this Consultancy Services Order or the applicable Intellectual Property licence (but only if the licence has been provided to the Participating Agency prior to such use); or
- (iii) use of Intellectual Property used to provide the Services if and to the extent that Intellectual Property was supplied by the Participating Agency.

12.2 **IP Claims**

- (a) In the event of a claim under clause 12.1(b) (an **IP Claim**):
 - (i) the Participating Agency will give the Provider notice of the IP Claim as soon as practicable and, to the extent permissible by Law, permit the Provider (at the Provider's cost) to handle all negotiations for settlement and to control and direct any litigation that may follow (**Control of the IP Claim**);
 - (ii) if the Provider has Control of the IP Claim:
 - (A) the Participating Agency will provide all reasonable assistance to the Provider (at the Provider's cost) in the handling of any negotiations and litigation; and
 - (B) the Provider will keep the Participating Agency informed of the defence or negotiations of the IP Claim and diligently conduct any litigation or negotiations, using competent counsel and in a manner that does not adversely affect the name or reputation of the Participating Agency;
 - (iii) the Provider will not enter into any settlement or compromise in relation to the IP Claim without the prior written consent of the Participating Agency (which will not be unreasonably withheld); and
 - (iv) the Provider will notify the CoE of the IP Claim, and the outcome within 5 Business Days of the claim being concluded.
- (b) If any IP Claim disrupts the Participating Agency's use or enjoyment of a Service, the Provider will (unless otherwise requested by the CoE), at its own expense and at its option, immediately:

- (i) obtain for the Participating Agency the legal right to continued use of the infringing materials; or
- (ii) replace, modify or resupply the infringing materials so that there is no further infringement, without adversely affecting the performance or functionality of those materials.

12.3 **Maximum liability of Participating Agency**

In addition to its obligation to pay the Charges, the maximum aggregate liability of the Participating Agency to the Provider under or in connection with this Consultancy Services Order will be, in respect of all Losses, limited to the total Charges paid and payable under this Consultancy Services Order.

12.4 **Maximum liability of the Provider**

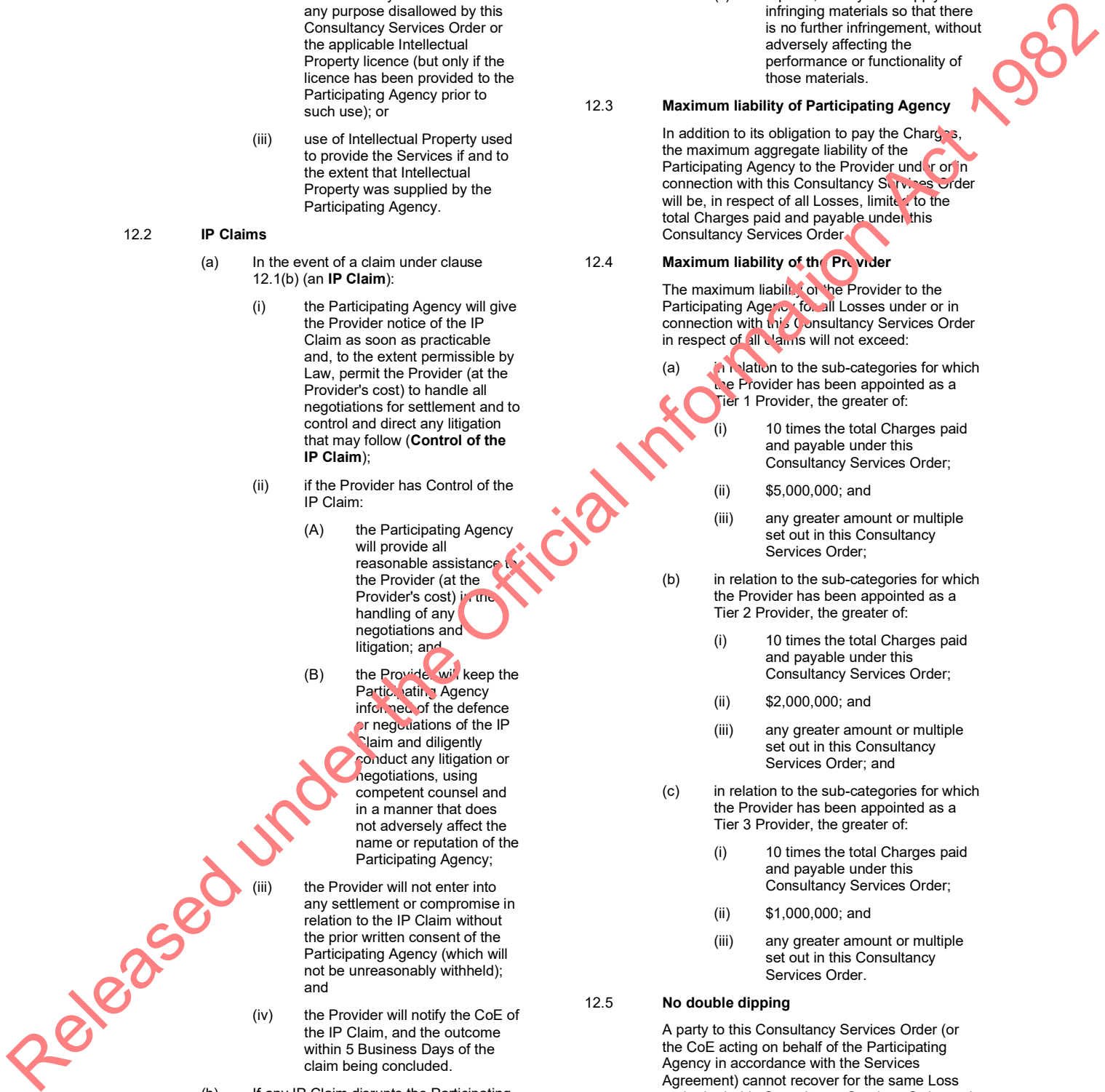
The maximum liability of the Provider to the Participating Agency for all Losses under or in connection with this Consultancy Services Order in respect of all Claims will not exceed:

- (a) in relation to the sub-categories for which the Provider has been appointed as a Tier 1 Provider, the greater of:
 - (i) 10 times the total Charges paid and payable under this Consultancy Services Order;
 - (ii) \$5,000,000; and
 - (iii) any greater amount or multiple set out in this Consultancy Services Order;
- (b) in relation to the sub-categories for which the Provider has been appointed as a Tier 2 Provider, the greater of:
 - (i) 10 times the total Charges paid and payable under this Consultancy Services Order;
 - (ii) \$2,000,000; and
 - (iii) any greater amount or multiple set out in this Consultancy Services Order; and
- (c) in relation to the sub-categories for which the Provider has been appointed as a Tier 3 Provider, the greater of:
 - (i) 10 times the total Charges paid and payable under this Consultancy Services Order;
 - (ii) \$1,000,000; and
 - (iii) any greater amount or multiple set out in this Consultancy Services Order.

12.5 **No double dipping**

A party to this Consultancy Services Order (or the CoE acting on behalf of the Participating Agency in accordance with the Services Agreement) cannot recover for the same Loss under both this Consultancy Services Order and the Services Agreement.

12.6 **Exclusions on liability**



The limitations on liability set out in clauses 12.3 and 12.4 will not limit the liability of:

- (a) the Provider under clauses 12.1(a) and 12.1(b) (other than in respect of negligent acts or omissions under clause 12.1(a)(i) and breach by the Provider of its obligations under this Consultancy Services Order under clause 12.1(a)(iii), which are subject to the limitations of liability in clauses 12.3 and 12.4);
- (b) the Provider for any fraudulent act or omission; or
- (c) either party for any breach of confidentiality.

12.7 **Categories of loss**

- (a) Irrespective of how liability arises, neither the Provider nor the Participating Agency will, under any circumstances, be liable for any indirect loss or damage (including consequential loss) arising under or in connection with this Consultancy Services Order.
- (b) The Participating Agency will not, under any circumstances, be liable for any loss of profits or loss of revenue suffered by the Provider in connection with this Consultancy Services Order.

12.8 **Force majeure**

- (a) The Provider and the Participating Agency will not be liable to the other for any failure to perform its obligations under this Consultancy Services Order during the time and to the extent that such performance is prevented, wholly or substantially, by reason of any Force Majeure Event.
- (b) The party subject to the Force Majeure Event (the **non-performing party**), must:
 - (i) notify the other party as soon as practicable after the Force Majeure Event occurs and provide full information concerning the Force Majeure Event, including the extent of its inability to perform, an estimate of the time likely to be required to overcome the Force Majeure Event and the steps the non-performing party will take to comply with clauses 12.8(b)(ii) and 12.8(b)(iii);
 - (ii) use all reasonable endeavours to mitigate and remedy the effect of the Force Majeure Event and minimise the impact of the event on the other party; and
 - (iii) use all reasonable endeavours to perform its obligations under this Consultancy Services Order as far as is practicable,

and the Participating Agency will not be required to pay Charges to the extent that the Provider fails to perform its obligations to the Participating Agency due to a Force Majeure Event.

- (c) If the non-performing party affected by the Force Majeure Event is the Provider,

the Participating Agency may, to the extent that any Service requested by the Participating Agency under this Consultancy Services Order has not been delivered and delivery has, or will be, delayed by the Force Majeure Event, terminate this Consultancy Services Order, by notice to the Provider within five Business Days following receipt by the Participating Agency of notice of the Force Majeure Event, at no cost to the Participating Agency, subject to the Participating Agency paying for Services delivered up to the date of the Force Majeure Event.

12.9 **Insurance**

- (a) During the Term and for a period of two years following the termination of this Consultancy Services Order, the Provider will, at its own expense, ensure that it maintains adequate insurance in respect of its potential liability for loss or damage under this Consultancy Services Order in accordance with Industry Best Practice, but as a minimum the Provider must hold:
 - (i) professional indemnity insurance;
 - (ii) public liability insurance in respect of the Services provided under this Consultancy Services Order; and
 - (iii) other insurance to cover standard commercial risks (including in respect of Documentation which is the property of the Participating Agency and in the Provider's possession or control).
- (b) The Provider will, at the Participating Agency's request, promptly provide satisfactory evidence that it has complied with its obligations in this clause 12.9.

13. **Dispute resolution**

13.1 **Dispute**

In the event of any dispute, difference or question arising out of, or in connection with, this Consultancy Services Order or its formation (a **dispute**):

- (a) the Participating Agency and the Provider will each use its best efforts to resolve the dispute through good faith negotiations and informal dispute resolution techniques, and will continue to perform its obligations under this Consultancy Services Order as far as possible as if the dispute had not arisen, pending final settlement of the dispute; and
- (b) neither the Participating Agency nor the Provider will commence any formal proceedings relating to the dispute unless it has complied with clause 13.2.

13.2 **Escalation**

Released under the Official Information Act 1982

- (a) The Participating Agency and the Provider will each advise its respective Representative (or equivalent person) of a dispute on the day that the dispute arises.
 - (b) The Representatives will use their best efforts to resolve the dispute in accordance with clause 13.1(a).
 - (c) If the dispute is not resolved:
 - (i) within 10 Business Days, the dispute will be escalated to senior representatives of the Provider and the Participating Agency with delegated authority to resolve the dispute; and
 - (ii) in relation to the sub-categories for which the Provider has been appointed as a Tier 1 and Tier 2 Provider, within a further 10 Business Days, the dispute will be escalated to the CoE's Manager, All-of-Government Contracts and the Provider's Chief Executive.
- satisfaction of the Participating Agency within 10 Business Days following the date of receipt by the Provider of the Participating Agency's notice of the Material Breach;
- (c) in accordance with clause 4.1(e) (Conflict of Interest); or
 - (d) in accordance with clause 12.8(c) (Force Majeure Event).

14.2

Consequences of termination or expiry

- (a) In the event of termination or expiry of this Consultancy Services Order, the Participating Agency will not be obliged to make any payment to the Provider except for any Charges payable for Services supplied pursuant to this Consultancy Services Order before the effective date of expiry or termination.
- (b) Termination or expiry will not, unless otherwise provided in this Consultancy Services Order, affect:
 - (i) any rights and remedies available to either party which have accrued up to and including the date of termination or expiry; and
 - (ii) the provisions of this Consultancy Services Order which expressly, or by their nature, survive termination or expiry, including clauses 15 (Entire agreement), 10 (Confidentiality), 11 (Intellectual Property), 12 (Liability), 13 (Dispute Resolution), 14.2 (Consequences of termination or expiry) and 16 (General) and Schedule 1 (Definitions);
 - (iii) the continued application of clauses of the Services Agreement which expressly, or by their nature, are intended to continue to apply to this Consultancy Services Order after termination or expiry of this Consultancy Services Order, including clauses 1.4 (Precedence) and 15 (Audit).

13.3 **Mediation**

- (a) If a dispute is not resolved under clause 13.2, either party may, by written notice to the other, refer the dispute to mediation, or they may agree in writing to refer the dispute to mediation.
- (b) The mediation will be conducted by a single mediator in accordance with the terms of the Resolution Institute Standard Mediation Agreement and at a fee to be agreed by the parties.
- (c) If the parties fail to agree on the identity of the mediator and/or the mediator's fee within five Business Days of referral of the dispute to mediation, the mediator will be chosen, and the mediator's fee determined, by the chairman for the time being of Resolution Institute (or his or her nominee).

13.4 **Urgent relief**

Nothing in this clause 13 will preclude either party from taking immediate steps to seek urgent relief before a New Zealand court.

14. Termination

14.1 **Termination of Consultancy Services Order**

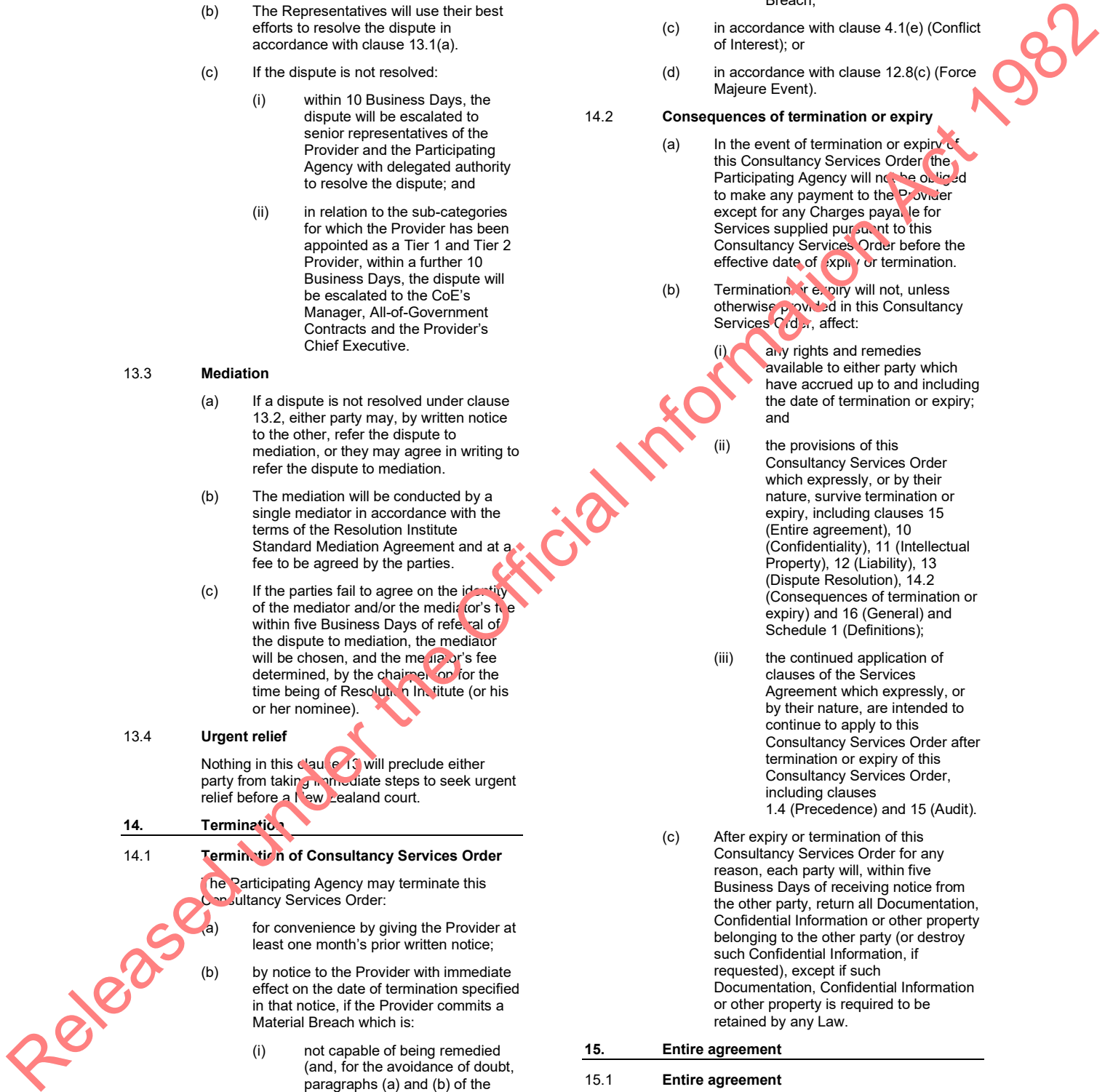
- The Participating Agency may terminate this Consultancy Services Order:
- (a) for convenience by giving the Provider at least one month's prior written notice;
 - (b) by notice to the Provider with immediate effect on the date of termination specified in that notice, if the Provider commits a Material Breach which is:
 - (i) not capable of being remedied (and, for the avoidance of doubt, paragraphs (a) and (b) of the definition of "Material Breach" are deemed incapable of being remedied); or
 - (ii) capable of being remedied but which is not remedied to the

- (c) After expiry or termination of this Consultancy Services Order for any reason, each party will, within five Business Days of receiving notice from the other party, return all Documentation, Confidential Information or other property belonging to the other party (or destroy such Confidential Information, if requested), except if such Documentation, Confidential Information or other property is required to be retained by any Law.

15. Entire agreement

15.1 **Entire agreement**

- (a) This Consultancy Services Order is intended to be read in conjunction with the Services Agreement. The provisions of the Services Agreement (not already included in this Consultancy Services



Order) which confer rights, obligations or benefits on the parties or the CoE in respect of this Consultancy Services Order are intended to apply to this Consultancy Services Order.

- (b) Subject to clause 15.1(a), no other terms or conditions, including any conditions of sale, invoices or any other communication not included in this Consultancy Services Order (**Communication**), will be incorporated into this Consultancy Services Order, even if at some later date the other party (including, in the case of the Participating Agency) signs or otherwise purports to accept those terms and conditions or the terms of that Communication.
- (c) For the avoidance of doubt, and without limiting clauses 15.1(a) and 15.1(b):
 - (i) any Communication which is expressed or intended to operate as an indemnity, warranty, representation, undertaking, condition or other term of such a nature is hereby disappplied and excluded from this Consultancy Services Order; and
 - (ii) any part of this Consultancy Services Order which describes the nature, scope, price or manner of delivery of Services will, subject to clause 15.1(c)(i), form part of this Consultancy Services Order, but only to the extent that it does not conflict with any other part of this Consultancy Services Order.

16. General

16.1 Interpretation

The rules of interpretation set out in clause 19.1 of the Services Agreement apply to this Consultancy Services Order.

16.2 Relationship of the parties

Nothing expressed or implied in this Consultancy Services Order will be deemed to constitute either party as the partner, agent, or joint venturer of the other party.

16.3 Costs

A party which has an obligation to do anything under this Consultancy Services Order will perform that obligation at its own cost, unless a term of this Consultancy Services Order expressly provides otherwise.

16.4 Assignment

Neither party may assign, novate, transfer or otherwise dispose of the whole or any part of its rights and obligations under this Consultancy Services Order without first obtaining the other party's consent (which will not be unreasonably withheld or delayed).

16.5 Public disclosures

Subject to clause 10, all public disclosures by the Provider relating to this Consultancy Services Order, including the fact of its existence (but not including any announcement intended solely for internal distribution or any disclosure required by

legal, accounting or regulatory requirements), will be co-ordinated with, and must first be approved in writing by, the Participating Agency prior to release.

16.6

Notices

- (a) Unless otherwise specified in this Consultancy Services Order, each notice or other communication under this Consultancy Services Order will be made in writing and delivered by post, personal delivery or email to the addressee at the addressee's postal address, physical address or email address (as applicable) and marked for the attention of the person or office holder (if any) from time to time designated for that purpose by the addressee.
- (b) The Provider's postal address, physical address and email address is set out in the Provider Data base and may be amended by the Provider at any time.
- (c) The Participating Agency's postal address, physical address and email address is as notified by the Participating Agency to the Provider and may be amended by the Participating Agency at any time.
- (d) A notice or other communication will be deemed to be received:
 - (i) in the case of a letter sent to the addressee's postal address, on the third Business Day after posting;
 - (ii) in the case of personal delivery, on receipt; and
 - (iii) in the case of an email, at the time the email leaves the communications system of the sender, provided that the sender:
 - (A) does not receive any error message relating to the sending of the email at the time of sending; and
 - (B) has obtained confirmation that the email has been delivered to the recipient (which confirmation may be in the form of an automated delivery receipt from the communications system of the recipient),on the Business Day on which it is dispatched or, if dispatched after 5 p.m. (in the place of receipt), on the next Business Day after the date of dispatch.

16.7

Severability

If any term or provision of this Consultancy Services Order is held to be illegal, invalid or unenforceable it will be severed from this Consultancy Services Order without affecting the legality, validity or enforceability of the remaining provisions.

16.8

Waiver

- (a) Neither party will be deemed to have waived any right under this Consultancy Services Order unless the waiver is in writing and signed by the parties.
- (b) Any failure or delay by a party to exercise any right or power under this Consultancy Services Order will not operate as a waiver of that right or power.
- (c) Any waiver by a party of any breach, or failure to exercise any right, under this Consultancy Services Order will not constitute a waiver of any subsequent breach or continuing right.

16.9 **Remedies cumulative**

Except as is expressly stated otherwise in this Consultancy Services Order:

- (a) the rights, powers and remedies provided in this Consultancy Services Order are cumulative and are not exclusive of any rights, powers or remedies provided by Law or under this Consultancy Services Order; and
- (b) the exercise of any rights, powers and remedies provided in this Consultancy Services Order will not prejudice the exercise of any other right, power or remedy under this Consultancy Services Order or existing at Law.

16.10 **Counterparts**

This Consultancy Services Order may be signed in two counterparts, each of which will be deemed an original, but both of which together are to constitute a single instrument.

16.11 **Governing law and jurisdiction**

- (a) This Consultancy Services Order is governed by, and will be construed in accordance with, the laws of New Zealand.
- (b) Subject to clause 13, each party irrevocably submits to the exclusive jurisdiction of the New Zealand courts for the purpose of hearing and determining any dispute under, or in connection with, this Agreement.

- (c) legal names, logos, trademarks, brands or images of the Participating Agency, including all related Intellectual Property of the Participating Agency and the New Zealand Coat of Arms or any other coat of arms or emblem used by the Participating Agency, but excluding the Provider's working papers;

Annexure means any document physically attached to a Schedule and identified as such and any other document incorporated by reference in any part of this Consultancy Services Order (other than an Annexure);

Appointment Letter means the letter issued to the Provider by the CoE, as amended or reissued from time to time, confirming (among other things) the Provider's appointment as an All-of-Government provider of consultancy services and detailing the terms and conditions of the appointment (including the Services and the applicable Tier(s)).

Business Day means any day of the year other than a Saturday, a Sunday or a public holiday (as defined in section 44 of the Holidays Act 2003) observed at the location of the Participating Agency;

Charges means the amount payable by Participating Agencies for Services and includes Fees and Expenses, as described in Schedule 2 (Pricing) and agreed in this Consultancy Services Order;

CoE means the Ministry of Business, Innovation and Employment, the Centre of Expertise for Consultancy Services;

Commencement Date is the date on which this Consultancy Services Order is signed by both parties or, if two dates, the later date;

Confidential Information means:

- (a) all information and trade secrets already communicated or subsequently communicated under or in connection with this Consultancy Services Order, including information obtained during the negotiation of this Consultancy Services Order or in the performance of this Consultancy Services Order and information on the Provider Database;
- (b) any information about the business or property of either party including any information:
 - (i) relating to the financial position of that party;
 - (ii) concerning that party's suppliers and customers; or
 - (iii) relating to that party's internal management, structure, Personnel or strategies;
- (c) the terms of this Consultancy Services Order; and
- (d) Agency Information;

Conflict of Interest means any matter, circumstance, interest or activity of the Provider, its Personnel or Subcontractors, arising by whatever means that directly or indirectly conflicts with:

- (a) the duties of the Provider and any of its Personnel or Subcontractors to the Participating Agency; or
- (b) the interests of the Participating Agency in relation to this Consultancy Services Order or otherwise in respect to the provision of consultancy services to the Participating Agency either before or after the Commencement Date;

or otherwise impairs or might appear to impair the ability of the Provider (or any of its Personnel or Subcontractors) to provide the Services to the Participating Agency under this Consultancy Services Order diligently, independently,

SCHEDULE 1: DEFINITIONS

In this Consultancy Services Order, unless the context otherwise requires:

Administration Fee means the amount referred to in clause 8.5;

Agency Information means all:

- (a) information and records belonging to the Participating Agency that are supplied to or collected by the Provider for the purpose of enabling the Provider to perform its obligations under this Consultancy Services Order;
- (b) compilations of data created by a Participating Agency or the Provider for the purposes of this Consultancy Services Order; and

impartially and in the best interests of the Participating Agency;

Consultancy Services Order means this service order relating to the supply of Services issued by the Participating Agency;

Contract Quarter means a period of three consecutive months commencing on 1 January, 1 April, 1 July or 1 October;

Control means, in relation to the Provider or any ultimate or intermediate holding company or Holding Entity of the Provider, the power to:

- (a) manage, directly or indirectly, the operation of the business; or
- (b) control, directly or indirectly, the composition of the board of directors or board of management or equivalent governing body,

of the Provider or such ultimate or intermediate holding company or Holding Entity, whether through the ownership of voting securities, by contract or otherwise, and for these purposes "holding company" will have the same meaning as in section 5 of the Companies Act 1993;

Documentation means all advice, communications, documentation (including information on the Provider Database) and reports (whether in paper, electronic, audio or audio-visual format) relating to, or provided as part of, the Services together with additions, modifications to, and replacements of, that documentation, but excludes the Provider's working papers;

Estimate means an estimate of the total Charges for the Services required by the Participating Agency;

Expense means any actual and reasonable out-of-pocket costs incurred by the Provider in the delivery of the Services and agreed to in this Consultancy Services Order, and includes any freight and related costs, travelling and incidental expenses and other costs, disbursements, fees, charges and expenses directly or indirectly incurred by the Provider;

Fees means the amount payable by the Participating Agency to the Provider for its time spent delivering the Services calculated on the basis of the Rates, excluding Expenses;

Fit for Purpose means, in relation to any Service or Documentation to be provided by the Provider to the Participating Agency, that such Services or Documentation are, in descending order of priority, fit for the purpose(s):

- (a) expressly made known in writing by the Participating Agency to the Provider (including in this Consultancy Services Order); or
- (b) for which the Provider, given its knowledge of the Participating Agency and understanding why the Services or Documentation are required, has reason to expect such Services or Documentation to be used;

Force Majeure Event means an event or circumstance beyond the reasonable control of either party which makes it impossible or illegal to perform, or prevents compliance with, or the performance of, a party's obligations under this Consultancy Services Order, including:

- (a) fire, floods, tsunamis, storms, tempest, earthquake or other act of God;
- (b) any act of a public enemy, war, riot, or act of civil or military authority;
- (c) nuclear, chemical or biological contamination; and
- (d) subject to paragraph (g) of this definition, any act of a third party engaged in subversive or terrorist activity or sabotage,

but does not include an event to the extent that:

- (e) the effect of that event could have been substantially prevented, avoided or overcome or mitigated by:
 - (i) implementation of any contracted business continuity or disaster recovery service, or any contingency plans agreed between the parties or which a party has represented it has in place; or
 - (ii) exercising a reasonable standard of care; or
 - (iii) using information provided by the other party or which is available in the public domain; or
- (f) it is an event for which the party affected is or was directly responsible; or
- (g) that event is constituted or caused by any act or omission of Personnel or a Subcontractor and to the extent that the Personnel or Subcontractor was itself affected by an event, which if it occurred in relation to either party would have been a Force Majeure Event; or
- (h) that event is constituted or caused by an Insolvency Event or the insolvency of a Subcontractor or lack of funds for any reason;

GST means goods and services tax under the Goods and Services Tax Act 1985;

Holding Entity means a trust, unit trust, partnership, limited partnership, joint venture or other body corporate or unincorporated body of persons that Controls the Provider, and includes any natural person that Controls the Provider;

Industry Best Practice means the high professional standard that would reasonably be expected from a prudent and experienced provider of consultancy services in New Zealand having regard to market practice at the relevant time;

Insolvency Event means, in relation to the Provider:

- (a) the presentation of an application for its liquidation that is not discharged within 30 days of its filing or which is not demonstrated to the Participating Agency prior to the expiry of that 30 day period as being an application that is frivolous or vexatious;
- (b) any step taken in or toward the making of any compromise, proposal or deed of arrangement with all or some of its creditors;
- (c) the appointment of a liquidator, receiver, statutory manager, administrator or similar official, to it;
- (d) the suspension or threatened suspension by it of the payment of its debts;
- (e) cessation by it of a whole or any relevant part of its business in New Zealand;
- (f) the enforcement of any security against the whole or a substantial part of its assets; or
- (g) any other insolvency event or proceedings analogous to any of the foregoing occurring in any relevant jurisdiction;

Intellectual Property means copyright, all rights in relation to inventions (including patents), registered and unregistered trademarks, registered and unregistered designs, trade or other proprietary rights or rights derivative of those rights (including licence rights) anywhere in the world as well as any other rights in intellectual property which are recognised or protected under Law;

Law means:

- (a) any statute, regulation, bylaw, ordinance or subordinate legislation in force from time to time to which a party is subject;
- (b) the common law and the law of equity as applicable to the parties from time to time;
- (c) any binding court order, judgment or decree;
- (d) any applicable industry code of practice or conduct, convention, policy, rule or standard to which a party is bound; or
- (e) any applicable direction, policy, permission, consent, licence, rule or order that is binding on a party and that is made or given by any governmental or regulatory body having jurisdiction over a party or any of that party's assets, resources or business,

in any jurisdiction that is applicable to this Consultancy Services Order;

Losses means liabilities, expenses, losses, damages and costs (including legal costs on a full indemnity basis);

Material Breach means any material breach by the Provider of the terms of this Consultancy Services Order or the occurrence of any event having a material effect on the ability of the Provider to perform its obligations under this Consultancy Services Order (other than a Force Majeure Event), including:

- (a) the occurrence of an Insolvency Event in relation to the Provider or the likely occurrence of an Insolvency Event;
- (b) the occurrence of a change in Control of the Provider or any ultimate or intermediate holding company or Holding Entity of the Provider that the CoE has not previously approved (acting reasonably);
- (c) any representation or warranty made by the Provider in terms of this Consultancy Services Order being found to be untrue or incorrect; and
- (d) any failure on the part of the Provider to comply with, observe or perform any of the terms of this Consultancy Services Order in circumstances where that contract breach or that contract breach together with other contract breaches is considered by the Participating Agency on reasonable grounds to cause the Provider to be unable or unwilling, or be likely to be unable or unwilling, to perform its obligations under this Consultancy Services Order;

Maximum Rates means the maximum Rates payable to the Provider for providing the Services, as recorded in the Provider Database, excluding Expenses;

Panel means the All-of-Government panel of providers who provide consultancy services to Participating Agencies, including any sub-panel, as detailed on www.procurement.govt.nz;

Participating Agency means the Participating Agency that is a party to this Consultancy Services Order;

Participating Agencies means each of the CoE and every other Eligible Agency that is a party to the memorandum of understanding between the CoE and all other Participating Agencies relating to the management of their relationship with each other and with the Provider in relation to the Services, as amended from time to time;

Personnel includes partners, principals, directors, employees, agents, officers and individual independent contractors;

Professional Adviser means any accounting, legal, procurement or technical professional;

Provider Database means the IT platform described in Schedule 7 (Provider Database) to the Services Agreement;

Quote means a fixed price, capped price or other pre-agreed basis for establishing the Charges for Services required by the Participating Agency where the Provider is prevented from increasing the Charges without the prior written consent of the Participating Agency;

Rates means the rates (whether hourly, daily or weekly or other time-related basis) payable to the Provider for providing the Services, determined in accordance with Schedule 2 (Pricing), excluding Expenses;

Related Entity means a related company under the Companies Act 1993 (New Zealand) or a related body corporate under the Corporations Act 200, provided that any reference in the Companies Act 1993 to a "company" is deemed to include any partnership, body corporate, association or other entity, whether corporate or unincorporated, irrespective of the place of incorporation or registration of that partnership, body corporate, association or other entity;

Representative has the meaning given in paragraph 3.1 of Schedule 5 (Governance) to the Services Agreement);

Service Level means a required standard for the Provider's performance of its obligations under this Consultancy Services Order, as described in Schedule 3 (Performance Measurement);

Service Level Default means a failure by the Provider to meet one or more Service Levels;

Services means the consultancy services provided from time to time under the terms of this Consultancy Services Order;

Services Agreement means the All-of-Government services agreement relating to the supply of Tier 1 and 2 consultancy services between the CoE and the Provider;

Subcontractor means any person to whom the Provider has subcontracted any part of its obligations under this Consultancy Services Order or who is a supplier to the Provider in respect of this Consultancy Services Order and includes the employees and subcontractors of that person and **Subcontract** will be construed accordingly;

Term means the period commencing on the date that this Consultancy Services Order is signed by both parties and ending on the earlier of:

- (a) the date on which the Services are completed in accordance with this Consultancy Services Order; and
- (b) the date on which this Consultancy Services Order is terminated in accordance with its terms; and

Tiers means any of **Tiers 1** and **Tiers 2** for which members of the Panel are appointed and, in respect of the Provider, means the Tier(s) the Provider is appointed to as detailed in the Appointment Letter.

SCHEDULE 2: PRICING

1. Introduction

This Schedule sets out general principles underlying the Charges.

2. Principles

2.1 Participating Agency will only pay for Services ordered

- (a) The Provider will invoice the Participating Agency for the Charges in accordance

with clause 8.3 of this Consultancy Services Order.

- (b) The Participating Agency will only pay for Services that it orders in accordance with this Consultancy Services Order.

2.2 No minimum volume

The Participating Agency is not required to meet a minimum aggregate expenditure or volume level for any Services.

2.3 No interest

No interest will be payable on any amount due to the Provider under this Consultancy Services Order.

2.4 Rates

- (a) The Fees are calculated on the Rates, being either the Rates that are recorded on the Provider Database or, subject to paragraph 3, a different Rate as negotiated between the Provider and Participating Agency and recorded in this Consultancy Services Order.

- (a) The Maximum Rates are the maximum amounts payable by the Participating Agency for the Services.

3. Charges

The Charges payable by the Participating Agency for Services must not include any Fees invoiced at Rates higher than the Maximum Rates recorded in the Provider Database.

SCHEDULE 3: PERFORMANCE MEASUREMENT

1. Introduction

This Schedule describes, in relation to the sub-categories for which the Provider has been appointed as a Tier 1 and Tier 2 Provider:

- (a) the Service Levels; and
- (b) how performance against Service Levels will be measured and reported.

2. Service Levels

2.1 Format

Each Service Level is described in Annexure A using the following format:

Parameter	Description
Description	Description of what the Service Level will measure
Purpose	Why it is important to Participating Agencies that the Service Level is met
Calculation	Method for calculating the Service Level
Service Level	The performance standard that the Provider is required to meet or exceed

2.2 Service Levels must be met

- (a) At all times during the Term, the Provider will, in relation to the sub-categories for which the Provider has been appointed as a Tier 1 and Tier 2 Provider, perform its obligations to meet or exceed the Service Levels.

- (b) The Provider acknowledges that any failure to meet the Service Levels may have a significant impact on the Participating Agency.

2.3 Changes to Service Levels

- (a) From time to time during the Term, the CoE and the Provider may negotiate in good faith to add, delete or modify the existing Service Levels to reflect changes in the Participating Agencies' requirements or objectives.
- (c) Any changes to Service Levels will be effected in accordance with clause 10 of the Services Agreement.

3. Performance measurement

3.2 Failure to meet Service Levels

If the Provider fails to achieve one or more of the Service Levels in any Contract Quarter in respect of this Consultancy Services Order, it will:

- (a) take such steps and do all things necessary, as soon as possible, to correct the failure; and
- (a) notify the Participating Agency of the reasons for the failure and the steps that the Provider is taking to ensure that the failure is not repeated; and
- (b) consider whether the Charges for the Services that are subject to the Service Level Default should be reduced to reflect the lower value of the Services provided.

Annexure A: Service Levels

Parameter	1. Services Fit for Purpose
Description	Were the Services subject to this Consultancy Services Order Fit for Purpose?
Purpose	To ensure Services provided are Fit for Purpose.
Calculation	The Participating Agency will advise whether the Services are Fit for Purpose as part of the Agency Satisfaction Survey.
Service Level	100% of Services delivered to the Participating Agency must be Fit for Purpose.



Parameter	2. Timely Performance of Services
Description	Did the Provider perform the Services subject to this Consultancy Services Order within the timeframe recorded in this Consultancy Service Order (or as amended by agreement from time to time)?
Purpose	To ensure on-time provision of Services requested under a Consultancy Services Order.
Calculation	The Provider is required to report on this metric as part of the reporting requirements in Schedule 6 (Reporting) to the Services Agreement.
Service Level	The Provider must deliver all Services subject to this Consultancy Services Order within the agreed timeframe for delivery recorded in this Consultancy Services Order including any variation to the timeframe recorded in Part D of this Consultancy Services Order.

Parameter	3. Services Performed to budget
Description	Were the Charges for the Services subject to this Consultancy Services Order within the Estimate or Quote recorded in this Consultancy Services Order?
Purpose	To ensure Services requested under a Consultancy Services Order are performed on or under the Provider's Estimate or Quote.
Calculation	The Provider is required to report on this metric as part of the reporting requirements in Schedule 6 (Reporting) to the Services Agreement.
Service Level	The Provider must deliver all Services subject to this Consultancy Services Order within the agreed Estimate or Quote recorded in this Consultancy Services Order including any variation to the Estimate recorded in Part D of this Consultancy Services Order.

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(3) Project Plan (Sapere) – Pricing Framework – Primary Care (Version 2.1)



Project Plan

Project name	Pricing framework – primary care
Date	4 September 2023
Version	2.1
Prepared by	Tom Love

Project goal	To identify options for short and longer term pricing approaches and commissioning mechanisms for primary health care services.
Success criteria	<p>Project outcomes:</p> <ul style="list-style-type: none"> Identify preferred options for setting pricing levels and mechanisms for primary care services Preferred pricing levels and funding mechanisms equitably direct primary care resources to areas of unmet need and complexity Input into Budget 24 initiatives for stabilisation of aspects of primary care and urgent care services <p>Process success factors:</p> <ul style="list-style-type: none"> Support from key stakeholders Positive peer review
Governance	<ul style="list-style-type: none"> SRO is Emma Prestidge A steering group on primary care policy development will be convened by the Ministry of Health, and will be referred back to in this project to ensure coordination and avoidance of overlapping work programmes.
Stakeholders	<ul style="list-style-type: none"> Te Whatu Ora commissioning General practice representatives Allied health representatives Urgent care representatives Rural general practice network – Hauora Taiwhenua <p>A reference group will be established, with the purposes of providing clinical and expert input, and agreeing key assumptions for the analysis as it proceeds.</p>
Assumptions	<p>This project assumes that:</p> <ol style="list-style-type: none"> Data will be provided in a timely manner from within Te Whatu Ora. A reference group can be convened with key stakeholder representatives Primary data collection on activity will be possible for aspects of rural and urgent care services.

<p>Scope</p>	<p>Inclusions</p> <ul style="list-style-type: none"> • Payment mechanisms including capitation and patient co-payments • Descriptive analysis of services provided by PHOs • The role of allied health in extended general practice • The use and development of alternative workforces in extended general practice • Rural general practice • Urgent and after-hours care • The funding of high needs practices <p>Exclusions</p> <ul style="list-style-type: none"> • Ownership of primary care • Patient co-payment policy • Anything that is beyond the definition of extended general practice • Organisational and institutional aspects of PHOs • Data collection from PHOs other than on rural and urgent care services
<p>Workstreams</p>	<p>The project has six streams for substantive analysis of services.</p> <ol style="list-style-type: none"> 1. Stabilisation of urgent care services. This activity is focussed upon understanding the current state viability of urgent care clinic services, cost pressures and identifying specific recommendations and associated supporting rationale for input into the Budget 24 process. Sapere will work closely with Synergia on aspects of service analysis and options advice for this component of the assignment. <ol style="list-style-type: none"> a. The process will require: b. Rapid collection of data from a range of urgent care services, working with stakeholders to collect information in a timely manner. c. Analysis of cost drivers and patterns of access to urgent care services, including trends and demographic patterns of demand. d. Analysis of revenue for urgent care services, the relationship to cost drivers and pressures, and identifying access and equity issues. 2. Identifying options for Budget 24 to provide short term stabilisation of urgent care services and to maintain access to those services over a two year timeframe. 2. General practice workforce and demand modelling. This will require generating a range of scenarios for future resources for providing extended general practice services under different assumptions of demand/unmet need distribution, and workforce mix, including allied health workforces. <ol style="list-style-type: none"> a. Modelling demand scenarios taking into account key assumptions on: unmet need; changing complexity; concentration of need and complexity in individual practices. b. Modelling different workforce mix scenarios to meet demand, using workforce assumptions approved by the reference group. c. Estimating resource use associated with demand and workforce scenarios. 3. Network organisation (PHO services). The focus of this analysis is on the range of services provided by PHOs and variation in coverage. It does not address organisational and institutional aspects of PHOs:

- a. Collating information on the range of services provided by PHOs
 - b. Characterising variation in the current state of provision of those services
 - c. Estimating the resources needed for equitable provision of those services.
4. Rural primary care. This stream will involve collecting activity and workforce data to characterise the drivers of cost for primary care services in rural settings. Analysis will follow the general approach on unmet need and complexity used for the overall general practice analysis, but based upon specifically rural utilisation and need data.
 5. Urgent care. This stream will involve collecting activity and workforce data in order to characterise the drivers of cost for urgent and after-hours primary care services. Analysis will include:
 - a. Trends in demand will be analysed by accident and by medical categories.
 - b. Relative trends in after hours and in urgent care services will be compared, and set within the overall context of ED demand and national telehealth service activity.
 - c. Estimates of resource need under key scenarios for forecast after hours demand, to inform decisions on funding options for urgent and after-hours primary care.
 6. Mechanisms, co-payments and dependencies for primary care, rural care and urgent care. This analysis is principally focussed on documenting and analysing existing mechanisms and incentives. This stream will analyse:
 - a. Existing funding mechanisms for primary care services, including co-payment, fee for service and bulk funding mechanisms;
 - b. Associated regulatory requirements
 - c. The interaction with different primary care business models and the incentives that emerge from them.

The project has three supporting elements:

7. Scan and literature review. A brief literature review of international practice in primary care funding, and review of any relevant documents from Manatu Hauora and Te Whatu Ora.
8. An analysis of the characteristics of unmet need and complexity, and measurement proxies for these, since these concepts will be operationalised in the subsequent analysis for this project.
9. A brief analysis of the role of primary care in the health system, set particularly in the context of equity goals in Te Pae Tata and other relevant policy frameworks.

Timeframe

Timeframe:

August – September 2023

- Lit review
- Unmet need and complexity discussion paper
- Primary care in strategic context paper
- Set up reference groups
- Data collection and analysis for urgent care

September – December

- PHO analysis
- Overall general practice workforce and demand modelling

February – March

- Mechanisms, co-payments and dependencies
- Rural modelling
- Urgent care modelling

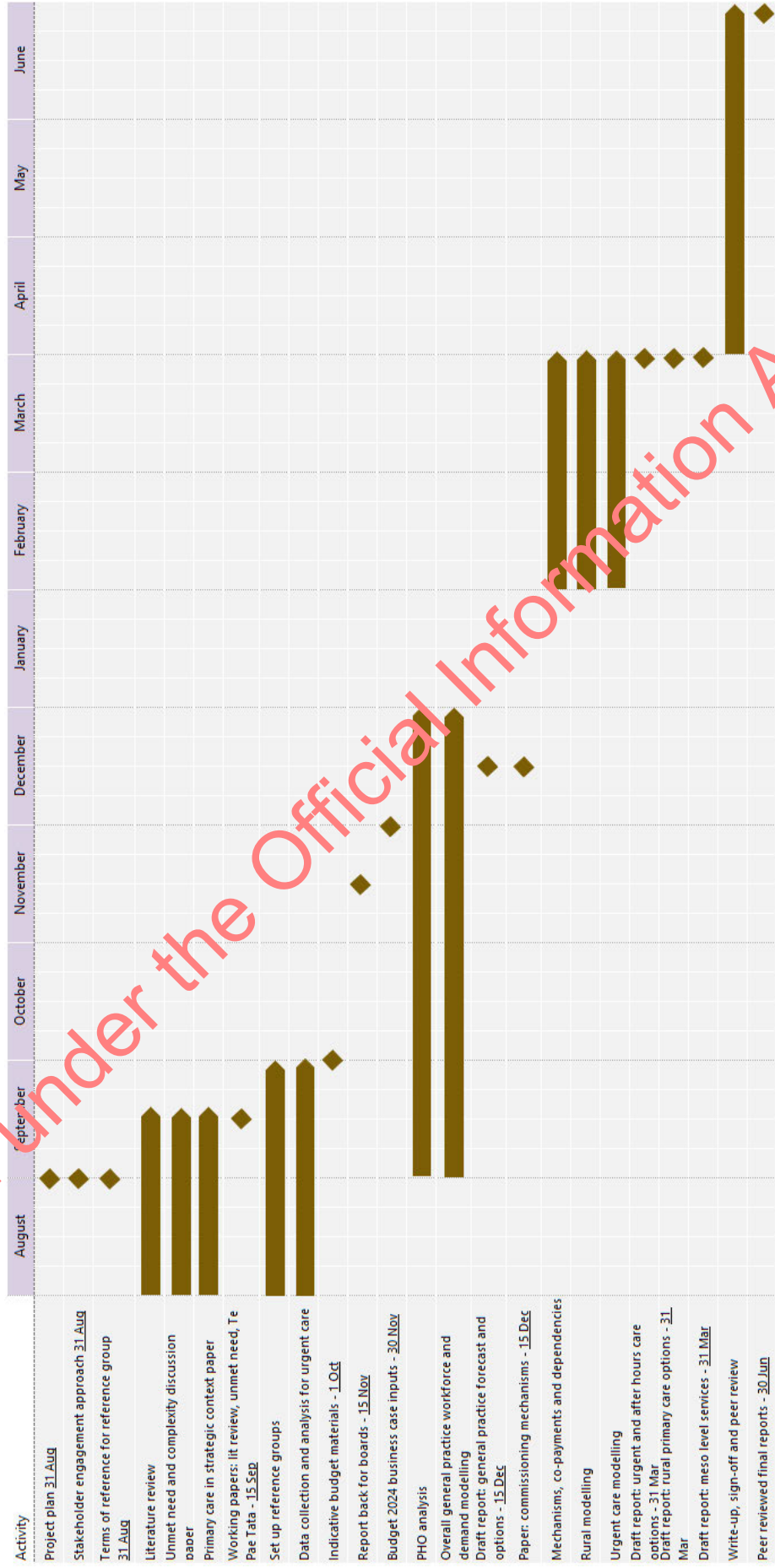
April – June

- Write-up, sign-off and peer review

Deliverable deadlines:

Deliverable	Date
Project plan	31 August 2023
Stakeholder engagement approach	31 August 2023
Terms of reference for reference group	31 August 2023
Working papers (lit review, unmet need, Te Pae Tata)	15 September 2023
Indicative budget materials	1 October 2023
Report back for boards	15 November 2023
Budget 2024 business case inputs	30 November 2023
Draft report: General practice forecasts and options	15 December 2023
Paper: commissioning mechanisms	15 December 2023
Draft report: Urgent and after hours care options	31 March 2024
Draft report: rural primary care options	31 March 2024
Draft report: meso level services	31 March 2024
Peer reviewed final reports	30 June 2024

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Gantt Chart	
Risk management	<p>Key risks:</p> <ol style="list-style-type: none"> 1. Data availability. Mitigated through internal Te Whatu Ora prioritisation of the project. 2. Failure to achieve stakeholder buy in. Mitigated through effective use of the reference group. 3. Data are not tractable for the proposed analysis. Mitigated through a) up front thinking about proxies for need; b) experience with analysis of these datasets; c) use of the reference group to make transparent judgements and assumptions where necessary.

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Project Plan

Project name	Pricing framework – primary care
Date	12 September 2023
Version	2.2
Prepared by	Tom Love

Project goal	To identify options for short and longer term pricing approaches and commissioning mechanisms for primary health care services.
Success criteria	<p>Project outcomes:</p> <ul style="list-style-type: none">• Identify preferred options for setting pricing levels and funding mechanisms for primary care services that will achieve equitable and sustainable service provision.• Primary care pricing levels and funding mechanisms distribute resources to address health equity for Māori, Pacific and people with unmet need.• Input into Budget 24 initiatives for stabilisation of aspects of primary care and urgent care services <p>Process success factors:</p> <ul style="list-style-type: none">• Support from key stakeholders• Positive peer review
Governance	<ul style="list-style-type: none">• SRO is Emma Prestidge• A steering group on primary care policy development will be convened by the Ministry of Health, and will be referred back to in this project to ensure coordination and avoidance of overlapping work programmes.
Stakeholders	<ul style="list-style-type: none">• Te Aka Whai Ora• Te Whatu Ora commissioning• General practice representatives• Allied health representatives• Urgent care representatives• Rural general practice network – Hauora Taiwhenua <p>A reference group will be established, with the purposes of providing clinical and expert input, and agreeing key assumptions for the analysis as it proceeds.</p>
Assumptions	<p>This project assumes that:</p> <ol style="list-style-type: none">1. Data will be provided in a timely manner from within Te Whatu Ora.2. A reference group can be convened with key stakeholder representatives

	<p>3. Primary data collection on activity will be possible for aspects of rural and urgent care services.</p>
<p>Scope</p>	<p>Inclusions</p> <ul style="list-style-type: none"> • Payment mechanisms including capitation and patient co-payments, and their impact on addressing equitable access to services • Descriptive analysis of services provided by PHOs • The role of allied health in extended primary health care • The use and development of alternative workforces in extended primary health care • Rural primary care • Urgent and after-hours care • The funding of high needs practices, including practice serving Māori populations. <p>Exclusions</p> <ul style="list-style-type: none"> • Ownership of primary care • Patient co-payment policy • Anything that is beyond the definition of extended general practice • Organisational and institutional aspects of PHOs • Data collection from PHOs other than on rural and urgent care services
<p>Workstreams</p>	<p>The project has six streams for substantive analysis of services:</p> <ol style="list-style-type: none"> 1. Stabilisation of urgent care services. This activity is focussed upon understanding the current state viability of urgent care clinic services, cost pressures and identifying specific recommendations and associated supporting rationale for input into the Budget 24 process. Sapere will work closely with Synergia on aspects of service analysis and options advice for this component of the assignment. The process will require: <ol style="list-style-type: none"> a. Rapid collection of data from a range of urgent care services, working with stakeholders to collect information in a timely manner. b. Analysis of cost drivers and patterns of access to urgent care services, including trends, equity implications and demographic patterns of demand. c. Analysis of revenue for urgent care services, the relationship to cost drivers and pressures, and identifying access and equity issues. d. Identifying options for Budget 24 to provide short term stabilisation of urgent care services and to maintain access to those services over a two year timeframe, particularly for priority populations that face unmet need for care including Māori. 2. Primary health care workforce and demand modelling. This will require generating a range of scenarios for future resources for providing extended primary health care services under different assumptions about meeting unmet need and addressing equity, including workforce mix, Māori health services and allied health workforces. <ol style="list-style-type: none"> a. Modelling demand scenarios to address inequity taking into account key assumptions on: unmet need; shifts to achieve equity; changing complexity; concentration of need and complexity in individual practices. b. Modelling different workforce mix scenarios to meet demand, using workforce assumptions approved by the reference group.

- c. Estimating resource use associated with demand and workforce scenarios to address equity.
- 3. Network organisation (PHO services). The focus of this analysis is on the range of services provided by PHOs and variation in coverage. It does not address organisational and institutional aspects of PHOs:
 - a. Collating information on the range of services provided by PHOs
 - b. Characterising variation in the current state of provision of those services and implications for equitable access to services relative to need, particularly for Māori and high priority populations
 - c. Estimating the resources needed for equitable provision of those services.
- 4. Rural primary care. This stream will involve collecting activity and workforce data to characterise the drivers of cost for primary care services in rural settings. Analysis will follow the general approach on equity, unmet need and complexity used for the primary care analysis, but based upon specifically rural utilisation and need data.
- 5. Urgent care. This stream will involve collecting activity and workforce data in order to characterise the drivers of cost for urgent and after-hours primary care services. Analysis will include:
 - a. Trends in demand will be analysed by accident and by medical categories.
 - b. Trends in demand will be analysed in the context of equitable access to primary health care and other urgent care services, and implications for patterns of unmet need and inequity will be identified.
 - c. Relative trends in after hours and in urgent care services will be compared, and set within the overall context of ED demand and national telehealth service activity.
 - d. Estimates of resource need under key scenarios for forecast after hours demand, to inform decisions on funding options for urgent and after-hours primary care. The implications of different options for equity of access to care will be identified.
- 6. Mechanisms, co-payments and dependencies for primary care, rural care and urgent care. This analysis is principally focussed on documenting and analysing existing mechanisms and incentives. This stream will analyse:
 - a. Existing funding mechanisms for primary care services, including co-payment, fee for service and bulk funding mechanisms, and their impact on equity of access relative to need for Māori and other priority populations;
 - b. Associated regulatory requirements
 - c. The interaction with different primary care business models (including owner-operator, corporate, third sector including iwi) and the incentives and constraints that emerge from them.

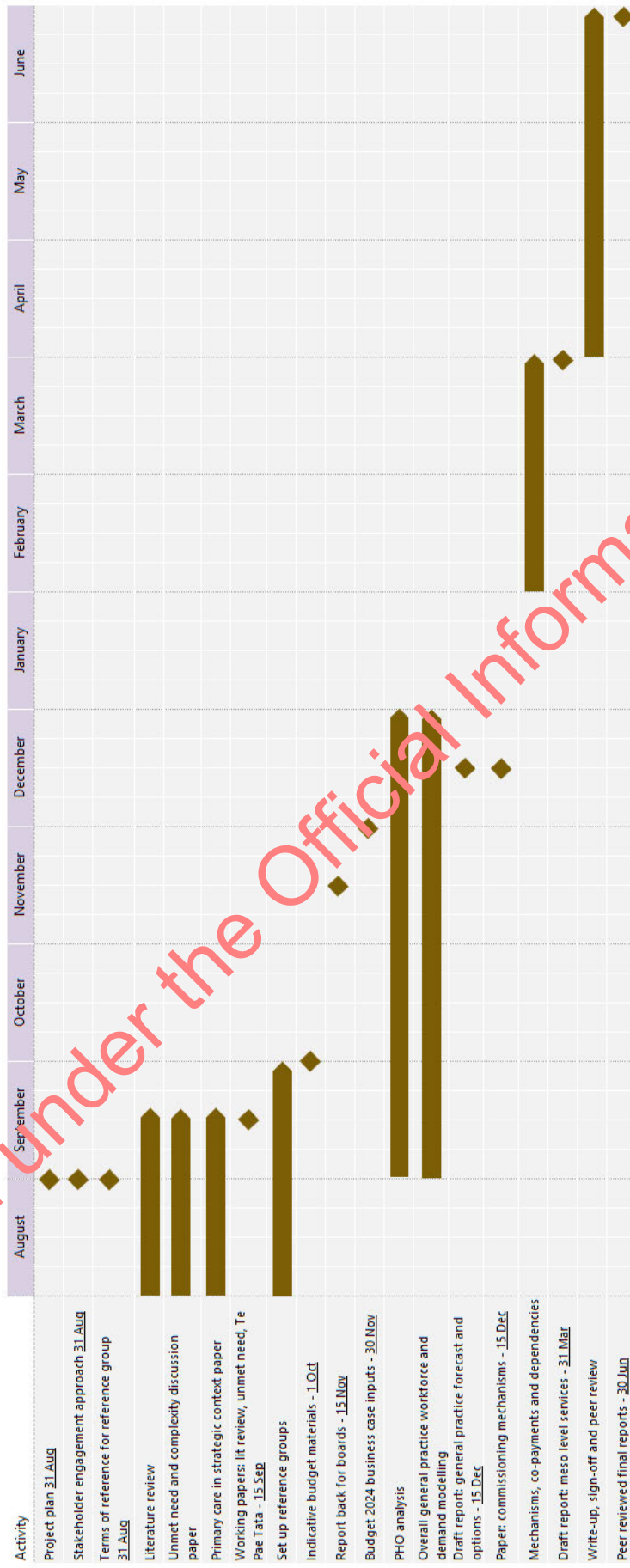
The project has three supporting elements:

- 7. Scan and literature review. A brief literature review of international practice in primary care funding, and review of any relevant documents from Manatū Hauora, Te Aka Whai Ora and Te Whatu Ora.

- | | |
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| | <ol style="list-style-type: none">8. An analysis of the characteristics of unmet need and complexity, and measurement proxies for these, since these concepts will be operationalised in the subsequent analysis for this project. This will be important in drawing out equity aspects of the analysis.9. A brief analysis of the role of primary care in the health system, set particularly in the context of equity goals in Te Pae Tata and other relevant policy frameworks. |
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Gantt chart



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Risk management	Key risks: <ol style="list-style-type: none"><li data-bbox="399 246 1532 291">1. Data availability. Mitigated through internal Te Whatu Ora prioritisation of the project.<li data-bbox="399 313 1532 403">2. Failure to achieve stakeholder buy in. Mitigated through effective use of the reference group.<li data-bbox="399 425 1532 537">3. Data are not tractable for the proposed analysis. Mitigated through a) up front thinking about proxies for need; b) experience with analysis of these datasets; c) use of the reference group to make transparent judgements and assumptions where necessary.
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5a. RE Primary Care Meeting

From: Emma Prestidge <Emma.Prestidge@health.govt.nz>
Sent: Thursday, 24 August 2023 12:08 pm
To: Dinah Nicholas; Abbe Anderson; Adeline Cumings; Danny Wu; Jason Power
Cc: Angela Sweeney
Subject: RE: Primary Care Meeting
Attachments: CSO pricing framework - primary care Part A - 15 Aug 2023.docx; FINAL - CSO pricing framework - primary care Part B - 23 Aug 2023.docx; RE: scope/TOR

Kia ora Dinah

Primary care services part A and Part B (rural/afterhours / UCC) scopes – for our meeting Tuesday.
I am hoping to get the updated project plan to the group also before the meeting

Ngā mihi

Emma Prestidge (she/her)

Interim Director, Primary, Community and Rural

National Commissioning

waea pūkoro: s 9(2)(a) | ĩmēra: emma.prestidge@health.govt.nz

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Health New Zealand

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From: Dinah Nicholas <Dinah.Nicholas@health.govt.nz>
Sent: Wednesday, 23 August 2023 8:42 am
To: Abbe Anderson <Abbe.Anderson@health.govt.nz>; Adeline Cumings <Adeline.Cumings@health.govt.nz>; JPower <Jpower@scdhb.health.nz>; Emma Prestidge <Emma.Prestidge@health.govt.nz>; Danny Wu <Danny.Wu@health.govt.nz>
Cc: Angela Sweeney <Angela.Sweeney@health.govt.nz>
Subject: Primary Care Meeting

Hi All

You will have seen a meeting come into your calendars from Margie for the above next Tuesday, 29th August at 4pm.

Margie would like a FTF meeting but I realise some of you are in Wellington so I've added a Teams option.

Could someone please send me a copy of the Sapere ToR prior to this meeting.

Many thanks
Dinah

Dinah Nicholas

Executive Assistant to Margie Apa, Tumu Whakarae (Chief Executive)



Te Whatu Ora – Health New Zealand

TeWhatuOra.govt.nz

At Te Whatu Ora we value flexible working. Regardless of when you receive this email, I do not expect a response outside of your normal working hours.

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5b. RE scopeTOR

From: Adeline Cumings <Adeline.Cumings@health.govt.nz>
Sent: Tuesday, 22 August 2023 9:42 am
To: Abbe Anderson
Cc: Emma Prestidge
Subject: RE: scope/TOR

Kia ora Abbe

Hope you are feeling better.

We are currently finalising the scope of work that Sapere and Synergia are supporting my team with. If you or Margie have other questions or areas you want us to add in, please let us know.

The overarching objectives are to:

1. Identify short term options for stabilising the Urgent Care sector, to inform business cases for input into Budget 24.
2. Identify longer term drivers of cost and demand for urgent primary health care services
3. Identify key areas of service vulnerability, cost pressures and drivers.
4. Identify future options for equitable and sustainable commissioning of Urgent Care services.

This includes:

- Understanding and analysing the current state viability of Urgent Care services, cost drivers and pressures, access and equity issues and identifying specific recommendations for input into the Budget 24 process.
- Forecasting and financial modelling of demand and workforce scenarios to identify a long term sustainable approach to commissioning Urgent Care services. This will take into account the wider landscape of Urgent Care services that are accessed in different forms of primary care, such as GP after hours and ED, and the impact of access to these services on equitable health outcomes for Māori and other priority populations.
 - o Modelling demand scenarios take into account – unmet need and equitable access to services, changing complexity, past and future demand mix across ED, dedicated Urgent Care, GP after hours, telehealth services and ambulance services.
 - o Modelling different workforce mix scenarios.
 - o Estimating resource use associated with demand and workforce scenarios, and associated funding and investment options.

Timeframes:

- Budget 24 Urgent Care stabilisation business case:
 - o First draft of options/modelling: 1 October 2023
 - o Completed Budget Bid: 30 November 2023
- Future commissioning options for equitable and sustainable Urgent Care services:
 - o First draft reports: 31 March 2024
 - o Work Completion: June 2024

ACC are also conducting a review of Urgent Care services, so our work will also be linked in with ACCs analysis and approach.

Ngā mihi

Adeline Cumings

**Group Manager, Primary Health Care System Improvement and Innovation
National Commissioning**

waea pūkoro: s 9(2)(a)



Kia ora, I have sent this email at a time convenient for me. I do not expect you to read, respond, or action this email message outside of your preferred hours of working.

From: Abbe Anderson <Abbe.Anderson@health.govt.nz>
Sent: Monday, 21 August 2023 10:21 am
To: Adeline Cumings <Adeline.Cumings@health.govt.nz>
Cc: Emma Prestidge <Emma.Prestidge@health.govt.nz>
Subject: scope/TOR

Kia ora Adeline,

Hope you're well. Can you please send me a copy of the scope or TOR for the UCC review that you're leading? Margie is keen to understand what question we're asking and make sure it's broad enough.

Thanks!

Abbe Anderson (she/her)

National Director | Commissioning

waea pūkoro: s 9(2)(a) | īmēra: Abbe.Anderson@health.govt.nz
Kotuku House, 4 Osterley Way, Manukau City, Auckland 2104



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6a. papers as discussed

From: Emma Prestidge <Emma.Prestidge@health.govt.nz>
Sent: Thursday, 24 August 2023 2:37 pm
To: Waruna Padmasiri; Craig McKendry
Subject: papers as discussed
Attachments: CSO pricing framework - primary care Part A - 15 Aug 2023.docx; FINAL - CSO pricing framework - primary care Part B - 23 Aug 2023.docx; RE: scope/TOR; DRAFT - Programme Overview - Aged Care Review - 10 August.pptx

And sorry Part a does cover looking at : *A4 Meso level services*

Ngā mihi

Emma Prestidge (she/her)

Interim Director, Primary, Community and Rural

National Commissioning

waea pūkoro: s 9(2)(a) | Īmēra: emma.prestidge@health.govt.nz

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From: Emma Prestidge
Sent: Thursday, 24 August 2023 12:08 pm
To: Dinah Nicholas <Dinah.Nicholas@health.govt.nz>; Abbe Anderson <Abbe.Anderson@health.govt.nz>; Adeline Cumings <Adeline.Cumings@health.govt.nz>; Danny Wu <Danny.Wu@health.govt.nz>; Jason Power <Jason.Power@health.govt.nz>
Cc: Angela Sweeney <Angela.Sweeney@health.govt.nz>
Subject: RE: Primary Care Meeting

Kia ora Dinah

Primary care services part A and Part B (rural/afterhours / UCC) scopes – for our meeting Tuesday. I am hoping to get the updated project plan to the group also before the meeting

Ngā mihi

Emma Prestidge (she/her)

Interim Director, Primary, Community and Rural

National Commissioning

waea pūkoro: s 9(2)(a) | Īmēra: emma.prestidge@health.govt.nz

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From: Dinah Nicholas <Dinah.Nicholas@health.govt.nz>
Sent: Wednesday, 23 August 2023 8:42 am
To: Abbe Anderson <Abbe.Anderson@health.govt.nz>; Adeline Cumings <Adeline.Cumings@health.govt.nz>; JPower <Jpower@scdhb.health.nz>; Emma Prestidge <Emma.Prestidge@health.govt.nz>; Danny Wu <Danny.Wu@health.govt.nz>
Cc: Angela Sweeney <Angela.Sweeney@health.govt.nz>
Subject: Primary Care Meeting

Hi All

You will have seen a meeting come into your calendars from Margie for the above next Tuesday, 29th August at 4pm.

Margie would like a FTF meeting but I realise some of you are in Wellington so I've added a Teams option.

Could someone please send me a copy of the Sapere ToR prior to this meeting?

Many thanks
Dinah

Dinah Nicholas

Executive Assistant to Margie Apa, Tumu Whakarae (Chief Executive)

waea pūkoro: s 9(2)(a) | īmēra: dinah.nicholas@health.govt.nz

7. RE SIGNING FINAL - CSO pricing framework - primary care Part B

From: Emma Prestidge <Emma.Prestidge@health.govt.nz>
Sent: Tuesday, 29 August 2023 2:50 pm
To: Toni Atkinson
Subject: RE: SIGNING : FINAL - CSO pricing framework - primary care Part B - 23 Aug 2023

Thanks 😊

Ngā mihi

Emma Prestidge (she/her)

Interim Director, Primary, Community and Rural

National Commissioning

waea pūkoro: s 9(2)(a) | ĭmēra: emma.prestidge@health.govt.nz

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From: Toni Atkinson <Toni.Atkinson@health.govt.nz>
Sent: Tuesday, 29 August 2023 2:33 pm
To: Emma Prestidge <Emma.Prestidge@health.govt.nz>
Subject: FW: SIGNING : FINAL - CSO pricing framework - primary care Part B - 23 Aug 2023

Purchase order number for Sapere below. They need to quote on all their invoices. I have also added to the form.

Nga mihi

Toni Atkinson (she/her)

Manager of the Office

National Director Commissioning

waea pūkoro: s 9(2)(a) | ĭmēra: toni.atkinson@health.govt.nz

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From: Rami Kanaan <Rami.Kanaan@health.govt.nz>
Sent: Tuesday, 29 August 2023 1:51 pm
To: Toni Atkinson <Toni.Atkinson@health.govt.nz>
Subject: RE: SIGNING : FINAL - CSO pricing framework - primary care Part B - 23 Aug 2023

PO 210441

Ngā mihi

Rami Kanaan (he/him)

Advisor | Kaitohutohu

Office of the National Director Commissioning

Īmēra: rami.kanaan@health.govt.nz

133 Molesworth street, Wellington



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From: Toni Atkinson <Toni.Atkinson@health.govt.nz>

Sent: Tuesday, 29 August 2023 9:15 am

To: Rami Kanaan <Rami.Kanaan@health.govt.nz>

Subject: FW: SIGNING : FINAL - CSO pricing framework - primary care Part B - 23 Aug 2023

Can you please set this up in FPIM and let me know the PO number?

Nga mihi

Toni Atkinson (she/her)

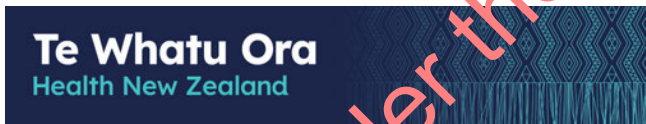
Manager of the Office

National Director Commissioning

waea pūkoro: s 9(2)(a) | Īmēra: toni.atkinson@health.govt.nz

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From: Abbe Anderson <Abbe.Anderson@health.govt.nz>

Sent: Monday, 28 August 2023 6:52 pm

To: Toni Atkinson <Toni.Atkinson@health.govt.nz>

Subject: RE: SIGNING : FINAL - CSO pricing framework - primary care Part B - 23 Aug 2023

Approved.

Abbe Anderson (she/her)

National Director | Commissioning

waea pūkoro: s 9(2)(a) | Īmēra: Abbe.Anderson@health.govt.nz

Kotuku House, 4 Osterley Way, Manukau City, Auckland 2104



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From: Toni Atkinson <Toni.Atkinson@health.govt.nz>
Sent: Monday, 28 August 2023 2:05 pm
To: Abbe Anderson <Abbe.Anderson@health.govt.nz>
Subject: SIGNING : FINAL - CSO pricing framework - primary care Part B - 23 Aug 2023
Importance: High

Hi Abbe

From Jason and Emma for your approval please.

Nga mihi

Toni Atkinson (she/her)
Manager of the Office
National Director Commissioning

waea pūkoro: s 9(2)(a) | Īmēra: toni.atkinson@health.govt.nz
133 Molesworth Street | PO Box 5013, Wellington 6140
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From: Emma Prestidge <Emma.Prestidge@health.govt.nz>
Sent: Monday, 28 August 2023 1:49 pm
To: Jason Power <Jason.Power@health.govt.nz>; Toni Atkinson <Toni.Atkinson@health.govt.nz>
Subject: FW: FINAL - CSO pricing framework - primary care Part B - 23 Aug 2023
Importance: High

Hiya Jason

Abbe needs to sign this – happy with it myself ...has she got it if not Toni can you get it into her signing as we need to kick off urgent care review

Ta

Ngā mihi

Emma Prestidge (she/her)
Interim Director, Primary, Community and Rural
National Commissioning

waea pūkoro: s 9(2)(a) | Īmēra: emma.prestidge@health.govt.nz

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From: Tom Love <tlove@thinksapere.com>
Sent: Wednesday, 23 August 2023 11:05 am
To: Emma Prestidge <Emma.Prestidge@health.govt.nz>; Jason Power <Jason.Power@health.govt.nz>
Cc: Adeline Cumings <Adeline.Cumings@health.govt.nz>; David Moore <dmoore@thinksapere.com>
Subject: FINAL - CSO pricing framework - primary care Part B - 23 Aug 2023

Kia ora Emma,

This is the updated CSO with the agreed scope pasted into section B, and the price updated to allow for the additional work from Synergia.

The focus has been on this document over the past few days – next step will be to update the project plan which is due next week, while we also get going with arranging data collection for the urgent care element.

Best,

Tom

Tom Love • Director
sapere • www.thinkSapere.com
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8. RE Te Pae Tata - Primary care areas

From: Emma Prestidge <Emma.Prestidge@health.govt.nz>
Sent: Tuesday, 29 August 2023 2:50 pm
To: Tom Love; David Moore
Subject: RE: Te Pae Tata - Primary care areas
Attachments: FINAL - CSO pricing framework - primary care part B - 29 August 23 - SIGNED.pdf

Kia ora David and Tom - Purchase order number (PO 210441) now included see attached
To be quoted on all invoices

Ngā mihi

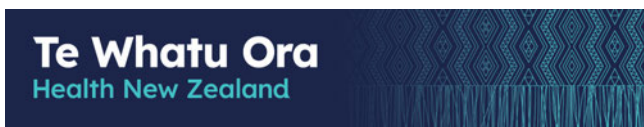
Emma Prestidge (she/her)

Interim Director, Primary, Community and Rural

National Commissioning

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From: Tom Love <tlove@thinksapere.com>
Sent: Tuesday, 29 August 2023 11:46 am
To: Emma Prestidge <Emma.Prestidge@health.govt.nz>; David Moore <dmoore@thinksapere.com>
Cc: Adeline Cumings <Adeline.Cumings@health.govt.nz>; Toni Atkinson <Toni.Atkinson@health.govt.nz>
Subject: RE: Te Pae Tata - Primary care areas

Great – thanks for that.

I can get on with agreeing things with Synergia.. In the meantime Matt and I are meeting with an analyst tomorrow to kick off the data collection.

Tom Love • Director
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From: Emma Prestidge <Emma.Prestidge@health.govt.nz>
Sent: Tuesday, August 29, 2023 11:10 AM
To: Tom Love <tlove@thinksapere.com>; David Moore <dmoore@thinksapere.com>

Cc: Adeline Cumings <Adeline.Cumings@health.govt.nz>; Toni Atkinson <Toni.Atkinson@health.govt.nz>
Subject: RE: Te Pae Tata - Primary care areas

Kia ora Tom and David

Signed by Abbe now – David if you can sign and return please ?
Thanks Emma

Ngā mihi

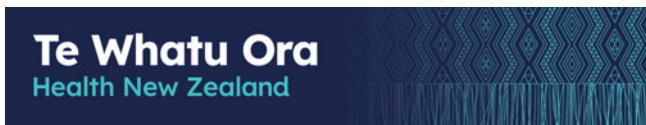
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Interim Director, Primary, Community and Rural

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From: Tom Love <tlove@thinksapere.com>
Sent: Monday, 28 August 2023 1:45 pm
To: Emma Prestidge <Emma.Prestidge@health.govt.nz>
Cc: Adeline Cumings <Adeline.Cumings@health.govt.nz>
Subject: Te Pae Tata - Primary care areas

Kia ora korua,

As discussed on Friday this is a bit scratchy as it's our internal notes, but it sets out mentions of primary care in Te Pae Tata. We're currently writing this up by pulling together those things that a) Te Pae Tata says will be different about primary care (ie. how services will be different), and b) those things that Te Pae Tata sees primary care as important to achieving.

Has the Part B CSO been signed? Our finance people probably won't let me subcontract to Synergia until we actually have a contract in the first place.

Best,

Tom

Tom Love • Director
sapere • www.thinkSapere.com

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9. RE Plan

From: Tom Love <tlove@thinksapere.com>
Sent: Wednesday, 13 September 2023 9:57 am
To: Emma Prestidge
Cc: Adeline Cumings
Subject: RE: Plan
Attachments: Primary care Project Plan - draft 13 Sep.pdf

I've made that quick change - attached.

I don't think we had envisaged getting into underlying definitions – I think this is a relatively short pragmatic review to support this piece of work – a more comprehensive literature review is a pretty substantial piece of work in its own right.

Tom Love • Director

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From: Emma Prestidge <Emma.Prestidge@health.govt.nz>
Sent: Wednesday, September 13, 2023 9:47 AM
To: Tom Love <tlove@thinksapere.com>
Cc: Adeline Cumings <Adeline.Cumings@health.govt.nz>
Subject: RE: Plan

Thanks Tom

Could 7. Just be updated - Scan and literature review. A brief literature review of international practice in primary care funding, and review of any relevant documents from Manatū Hauora, **Te Aka Wahi Ora** and Te Whatu Ora.

We talk the other day about the importance of look at international stuff particularly in relation to urgent care – also we are looking at the definitions in this space – non-deferrable care

Any other feedback Adeline ?

Ngā mihi

Emma Prestidge (she/her)

Interim Director, Primary, Community and Rural

National Commissioning

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From: Tom Love <tlove@thinksapere.com>
Sent: Tuesday, 12 September 2023 5:37 pm
To: Emma Prestidge <Emma.Prestidge@health.govt.nz>
Cc: Adeline Cumings <Adeline.Cumings@health.govt.nz>
Subject: Plan

See what you think. There are some mentions of general practice, but quite a few less than before. And have added a number of specific mentions of Māori providers, Te Aka Whai Ora and equity.

Tom Love • Director
sapere • www.thinkSapere.com

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10. FW updates made by Sapere to their primary care project plan

From: Emma Prestidge <Emma.Prestidge@health.govt.nz>
Sent: Wednesday, 13 September 2023 10:09 am
To: Steve Barnes
Cc: Adeline Cumings
Subject: FW: updates made by Sapere to their primary care project plan
Attachments: Primary care Project Plan - draft 13 Sep (1).pdf

Kia ora Steve

Sending through updated draft for steering group records and noting the Rawiri's feedback has been update and he has seen it (see below)

E

Ngā mihi

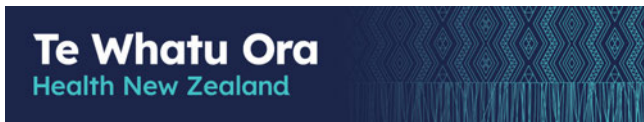
Emma Prestidge (she/her)

Interim Director, Primary, Community and Rural

National Commissioning

waea pūkoro: S 9(2)(a) | Īmēra: emma.prestidge@health.govt.nz

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From: Rawiri McKree Jansen <Rawiri.McKree.Jansen@health.govt.nz>
Sent: Wednesday, 13 September 2023 10:06 am
To: Emma Prestidge <Emma.Prestidge@health.govt.nz>
Subject: RE: updates made by Sapere to their primary care project plan

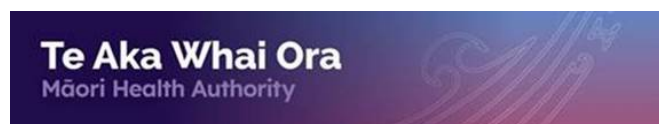
Thank you.

Dr Rawiri McKree Jansen

Chief Medical Officer

Te Aka Whai Ora

M S 9(2)(a)



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From: Emma Prestidge <Emma.Prestidge@health.govt.nz>
Sent: Wednesday, 13 September 2023 10:05 am
To: Rawiri McKree Jansen <Rawiri.McKreeJansen@health.govt.nz>
Subject: updates made by Sapere to their primary care project plan

Kia ora Rawiri

Sapere have made some updates to slightly better reflect your feedback.

Ngā mihi

Emma Prestidge (she/her)

Interim Director, Primary, Community and Rural

National Commissioning

waea pūkoro s 9(2)(a) | Īmēra: emma.prestidge@health.govt.nz

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(11) FW: Funding flows paper - our initial reactions

From: Emma Prestidge
Sent: Wednesday, 25 October 2023 3:20 pm
To: Martin Collison
Cc: Adeline Cumings
Subject: FW: Funding flows paper - our initial reactions
Attachments: CSO pricing framework - primary care Part A - 15 Aug 2023.docx; FINAL - CSO pricing framework - primary care part B - 29 August 23 - SIGNED (003).pdf; Primary care Project Plan - draft 4 Sep.pdf

Can you please craft a short email to the college as discussed
E

Ngā mihi

Emma Prestidge (she/her)

Interim Director, Primary, Community and Rural

National Commissioning

waea pūkoro: s 9(2)(a) | ĩmēra: emma.prestidge@health.govt.nz

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From: Emma Prestidge
Sent: Wednesday, 25 October 2023 8:11 am
To: Jason Power <Jason.Power@health.govt.nz>
Cc: Waruna Padmasiri <Waruna.Padmasiri@health.govt.nz>
Subject: RE: Funding flows paper - our initial reactions

Morning 😊

Attached

E

Ngā mihi

Emma Prestidge (she/her)

Interim Director, Primary, Community and Rural

National Commissioning

waea pūkoro: s 9(2)(a) | ĩmēra: emma.prestidge@health.govt.nz

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TeWhatuOra.govt.nz

From: Jason Power <Jason.Power@health.govt.nz>
Sent: Wednesday, 25 October 2023 7:14 am
To: Emma Prestidge <Emma.Prestidge@health.govt.nz>
Cc: Waruna Padmasiri <Waruna.Padmasiri@health.govt.nz>
Subject: FW: Funding flows paper - our initial reactions

Hi Emma

Please see below, could you please send the TOR to Waruna

Many thanks

Jason

From: Waruna Padmasiri <Waruna.Padmasiri@health.govt.nz>
Sent: Tuesday, 24 October 2023 4:24 pm
To: Jason Power <Jason.Power@health.govt.nz>
Subject: FW: Funding flows paper - our initial reactions

Kia Ora Jason,

Hope you had a nice long weekend.
See email below from TSY.

Are we able to share the ToR / CSO for the capitation / general practice funding review with Treasury ?

Waruna

From: Lydia Verschaffelt [TSY] <Lydia.Verschaffelt@treasury.govt.nz>
Sent: Tuesday, 24 October 2023 4:13 pm
To: Waruna Padmasiri <Waruna.Padmasiri@health.govt.nz>
Subject: RE: Funding flows paper - our initial reactions

Kia ora Waruna,

Hope you had a lovely long weekend and were able to enjoy the sun yesterday!

I've just seen that Supere and Synergia have been commissioned by Te Whatu Ora to review capitation and general practice fundings.

I was just wondering if the funding flows paper will refer to this work and whether you have the ToR?

Thank,
Lydia

From: Lydia Verschaffelt [TSY]
Sent: Friday, 20 October 2023 1:52 pm
To: Waruna Padmasiri <Waruna.Padmasiri@health.govt.nz>
Subject: FW: Funding flows paper - our initial reactions

[IN-CONFIDENCE]

Kia ora Waruna,

Please find some feedback from our team last year on a TU funding flows paper below and the attached with Amy's comments, and another briefing.

Note sure if you already have these but hope they help!

Have a good weekend.

Ngā mihi
Lydia

Lydia Verschaffelt | (she/her) | Analyst, Health | **Te Tai Ōhanga – The Treasury**

Email/IM: lydia.verschaffelt@treasury.govt.nz

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