

# DPS FRAMEWORK SCHEDULE 4: LETTER OF APPOINTMENT AND CONTRACT TERMS

## Part 1: Letter of Appointment



Department  
for Environment  
Food & Rural Affairs

Foss House, Kings Pool  
Peasholme Green, York  
YO1 7PX

T: 03459 335577  
helpline@defra.gsi.gov.uk  
[www.gov.uk/defra](http://www.gov.uk/defra)

LDA Design  
Worton Rectory Park  
Oxford  
OX29 4SX

**Your ref:** itt\_5067  
**Our ref:** Project 24802  
**Date:** 11/12/2018

Dear Sirs

### Letter of Appointment

This letter of Appointment is issued in accordance with the provisions of the DPS Agreement (RM6018) between CCS and the Supplier dated 3<sup>rd</sup> December 2018.

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

From:	Defra ("Customer") —
To:	PriceWaterhouseCoopers ("Supplier")

Effective Date:	3 <sup>rd</sup> December 2018
Expiry Date:	End date of Initial Period: 30 <sup>th</sup> April 2019 End date of Maximum Extension Period: 31 <sup>st</sup> October 2019 Minimum written notice to Supplier in respect of extension: 1 month

Services required:	Set out in Section 2, Part B (Specification) of the DPS Agreement and refined by: · the Customer's Project Specification attached at Annex A and the Supplier's Proposal attached at Annex B.
--------------------	---

Key Individuals:	<div style="background-color: black; width: 100px; height: 15px; margin-bottom: 5px;"></div> <div style="background-color: black; width: 250px; height: 15px;"></div>
------------------	---

Contract Charges (including any applicable discount(s), but excluding VAT):	<div style="background-color: black; width: 100px; height: 40px;"></div>
Insurance Requirements	As advised in Framework Terms and Conditions
Customer billing address for invoicing:	Accounts-Payable.def@sscl.gse.gov.uk (the Authority's preferred option); or SSCL AP, Defra, PO Box 790, Newport Gwent, NP10 8FZ.

**FORMATION OF CONTRACT**

**BY AGREEING THIS LETTER OF APPOINTMENT the Supplier agrees to enter a Contract with the Customer to provide the Services in accordance with the terms of this letter and the Contract Terms.**

**The Parties hereby acknowledge and agree that they have read this letter and the Contract Terms.**

**The Parties hereby acknowledge and agree that this Contract shall be formed when the Customer acknowledges the receipt of this letter from the Supplier within two (2) Working Days from such receipt.**

## ANNEX A

### **Project specification and competition details**

Defra is seeking to identify the importance and impact of Defra funding of the ACRE Network (Action with Communities in Rural England). Specifically, we are interested in obtaining an assessment of: (i) the importance of the funding for the functional sustainability of the ACRE Network; (ii) the outcomes achieved or supported by Defra's investment; and, (iii) how the work of the Network helps in the delivery of Defra's strategic objectives in respect of rural communities.

### **Background**

1.1. Defra is committed to 'passing on to the next generation a natural environment protected and enhanced for the future and ensuring that the UK leads the world in food and farming, with a thriving rural economy'.

1.2. Defra has a specific strategic objective of 'driving a rural economy that works for everyone'<sup>1</sup>. It works closely with other government departments with direct responsibility for policies that have an impact on rural areas. It administers a number of programmes, including the Rural Development Programme for England, which are aimed at improving economic activity and community wellbeing in rural areas. It also works in partnership with local authorities and other stakeholders to realise shared objectives in respect of rural areas.

### **ACRE**

1.3. ACRE is one such stakeholder<sup>2</sup>. It is the national representative body for the 38 Rural Community Councils which together with its members make up The ACRE Network, the country's largest rural network. Together, they reach 52,000 grassroots organisations in 11,000 rural communities. ACRE was formed in 1987 to bring together the rural community councils, though there has been national support and investment in the Network since the first member was established in the early 1920's.

1.4. ACRE's core objective is to promote a healthy, informed, vibrant and sustainable rural community sector that is well equipped to address local need whilst being able also to influence and benefit from policies and initiatives at national, sub-national and local level<sup>3</sup>. Underpinning this objective is the ACRE Network's commitment to:-

- Improve the lives of people living and working in rural communities;
- Support and encourage community-led action and strong local governance;
- Increase the long-term sustainability of local community life;
- Influence policies and services so as to help address the market failures associated with rurality.

### **Defra's Relationship with ACRE and the ACRE Network**

1.5. Defra has historically provided ACRE with an annual grant in aid. The bulk of this is distributed by a formula among the 38 rural community councils to deliver a range of projects.

---

<sup>1</sup> This rural objective is included in the Department's Single Departmental Plan which sets out Defra's ambitious long-term aims and how they are to be attained., <https://www.gov.uk/government/publications/department-for-environment-food-and-rural-affairs-single-departmental-plan/department-for-environment-food-and-rural-affairs-single-departmental-plan-may-2018>

<sup>2</sup> ACRE is a registered charity (and company limited by guarantee).

<sup>3</sup> ACRE Report and financial statements for the year ended 31 March 2017,

<http://www.acre.org.uk/cms/resources/comm-guides/acre-annual-report-and-financial-statements-2017-final.pdf>

The ACRE grant in aid for 2018-19 is £1,942,000 (£80,000 of which is held back by Defra as contingency funding). Funding from other sources is unlocked by Defra's investment; £1 of Defra investment unlocks around £5 of funding from elsewhere. Funding from other sources is unlocked by Defra's investment; £1 of Defra investment unlocks around £5 of funding from elsewhere. It is important that the network remains financially resilient and capable of attracting funding from multiple sources.

Defra works with the ACRE annually to identify key objectives which support government policy aims for rural areas. The aim of Defra funding is to deliver:

- Local strategic support to rural communities, enabling them to take action
- Sharing learning on sustainable funding models
- Providing access to local intelligence

To enable locally sensitive delivery Defra is content for the balance between the above bullets to be determined by the individual RCCs in consultation with ACRE and Defra.

Defra sets out the use to be made of the funds given to ACRE in its annual Grant Agreement. In particular, this commits ACRE and the individual RCCs to engage with strategic stakeholders and local partnerships to support community led activity and develop solutions to rural challenges, including:

- Digital infrastructure: helping communities to identify their connectivity challenges and establish community broadband and other solutions.
- Digital skills and inclusion: helping to actively tackle digital exclusion and support superfast take up by citizens, including through the promotion of local demand stimulation, digital skills and digital inclusion initiatives.
- Rural life opportunities (childcare, education, health, skills, loneliness and wellbeing): ensuring rural communities are thriving, sustainable places where people want to live and work together because they provide the support, services and opportunities they require to lead full and contented lives.
- Social infrastructure: ensuring that community assets incorporating social and economic infrastructure, pubs, shops, Post Offices and village halls continue to be hubs of rural communities, and opportunities to increase their utilisation are explored and actioned, with best practice being communicated and developed across the network.
- Rural transport: providing innovative solutions to availability of transport in rural areas, to improve accessibility to services and skills.
- Affordable energy: exploring opportunities to support community energy schemes and provide support and advice on reducing energy costs.
- Housing and planning: helping rural communities to grow by identifying suitable sites to meet local housing needs and plan for the future through neighbourhood planning.
- Business support and Social enterprise development.

1.6. In recognition of the core purpose and role of the ACRE Network, Defra has asked it to contribute to cross-government work on loneliness'

1.7. ACRE produces quarterly monitoring documents and an end-of-year report which assess progress against the eight programme priorities. We would like to know more about the impact of its work and ways in which collectively we can achieve better outcomes for rural communities. It would

also be helpful to have examples of best practice and quality projects to communicate this impact better across the network and more widely.

## **2. Aims and objectives of the study**

2.1. The aim of the study is to review the effectiveness of Defra's relationship with the ACRE Network and the impact of its longstanding investment. We would also like to identify the opportunities at the national and local level for the ACRE network to help shape its future funding strategy, including best use of Defra's financial support. It is anticipated that this project will take place over a 6 month timescale.

2.2. In particular, we are seeking to obtain a clear picture of the importance of Defra's funding for the functional sustainability of the ACRE network and the outcomes that that funding is producing for rural communities on the ground. Key questions include:

### **Defra funding**

- How important is Defra's grant to ACRE in enabling it to carry out its 'corporate' functions including network co-ordination, identification and prioritisation of rural concerns and issues, strategic engagement with government departments, local authorities and other national stakeholders, and knowledge sharing?
- How important is Defra funding in respect of the sustainability of the ACRE Network especially given ACRE's role in facilitating and coordinating projects and initiatives aimed at improving rural wellbeing? What would be the likely impact of reduced funding? How could this be mitigated by funding from other sources?
- How can the advice and information provided to Defra be improved and better utilised?

### **Levering in other funding**

- What sources of funding has the ACRE network attracted in the past and what is the picture for the future? Are there obstacles in the way of future funding and any new models or sources of funding that should now be explored to sustain the network in the future? What is the role of central and local government? Does this have implications for governance and the non-statutory nature of the network? What are the future policy opportunities for the network that might attract future funding and from what sources?

### **Projects and initiatives**

- ACRE allocates Defra's grant to the individual members of the network, who in turn develop and administer specific projects and initiatives focused on improving community wellbeing in line with the objectives in the Defra agreement:
  - What kind of projects and initiatives have been supported?
  - What is the process for generation of project and initiative ideas? How and why are they chosen?
  - What funding and other resources have been leveraged from other sources?
  - Are some members more successful than others in leveraging in funding and can those less successful learn from them?
  - What have been the economic and wider social impacts of these projects and do they appear to provide value for money? Have the benefits achieved been sustained over time?
  - Would any of these activities have happened anyway without Defra funding?

- Are there other ways, aside from those mentioned, in which Defra funding is vital in providing successful outcomes for rural communities?

2.3. The department is also interested in obtaining deeper insight into the scope for improving the functioning and impact of the ACRE Network, and how Defra can get more from its funding of, and relationship with, the network. In particular, we are interested in understanding whether:

- More could be done to improve the effectiveness of the ACRE network? Are there capacity and capability constraints? To what extent is there collaboration and knowledge sharing across the network?
- More could be done to improve the impact of supported projects? How robust are the processes concerning selection? How are project impacts being measured?
- Reduced funding from Defra would impact on the ability of the ACRE Network to improve its effectiveness and the impact of specific projects.

2.4. However, we believe that the network has already taken action to improve its organisational stability, which in many cases involves bringing down overhead costs, typically through changes to staffing or premises. The impact of these activities should be included in the review, including any forward plans to mitigate future budget reductions and examples of good practice and lessons learnt.

2.5. The findings will help inform decisions on future strategic direction, the further development of the delivery structures, priorities and mechanisms of ACRE Network and relationship management between the network and Defra.

2.6. In addition, the research will enable us to provide evidence on and effectively communicate the impact of Defra's investment in the ACRE network.

- Share learning and good practice across the network, and with ourselves, other rural stakeholders and rural communities.

### **3. Review Approach and Methodology**

3.1. Tenderers are asked to suggest a feasible approach for the study design that is most appropriate to meet the project aims described above within the available timescale. This should demonstrate how the approach will be compliant with government guidance on appraisal and evaluation<sup>4</sup> as far as practicable.

3.2. A mix of methodologies should be considered to address the aims and objectives of the study including documentary reviews, personal interviews and secondary data analysis. The most challenging aspect of the review is however likely to concern the measurement of the impact of specific activities. Tenderers may have to be selective in deciding on the number of projects that can be reviewed, the depth of analysis undertaken and range of activities included. However, Defra expects, nevertheless, that the study would provide a strong sense of the overall impact that Defra supported projects are having on rural communities.

#### **Study Deliverables**

The key deliverable is a final report that addresses three lines of enquiry. These comprise an assessment of:

---

<sup>4</sup> See the Green Book ([http://www.hm-treasury.gov.uk/data\\_greenbook\\_index.htm](http://www.hm-treasury.gov.uk/data_greenbook_index.htm)) and the Magenta Book ([http://www.hm-treasury.gov.uk/data\\_magentabook\\_index.htm](http://www.hm-treasury.gov.uk/data_magentabook_index.htm))

- (i) the importance of Defra's funding for the functional sustainability of the ACRE Network;
- (ii) the outcomes achieved or supported by Defra's investment; and,
- (iii) the role played by the ACRE Network in the delivery of Defra's strategic objectives with respect to rural communities.

## **Milestones**

3.3. There are time constraints, which contractors should consider in presenting their work plan and deliverables. The following milestones have been identified (to date). The dates may need adjusting once the tendering process is complete and pilot areas have been announced:

- [REDACTED]
- [REDACTED]
- [REDACTED] [REDACTED]
- [REDACTED]

## **4. Benefits**

4.1. The results of this project will be used in the following ways:

- To inform future strategic direction; the further development of the delivery structures; priorities and mechanisms of the network.

4.2. Beyond that, the research will enable us;

- To provide evidence on and effectively communicate the impact of the investment.
- To share strengths and good practices between The ACRE Network, Defra and rural communities.

## **5. Skills required**

5.1. The project requires a broad range of skills and experience. Therefore, the contractor will need to provide evidence of the following skill-sets:

### Essential:

- Strong project management
- Data management, analysis and interpretation
- Impact and economic evaluation expertise
- Experience of the evaluation of development programmes or other publicly funded programmes with significant rural emphasis
- A commitment to quality
- Promoting and fostering knowledge exchange in new and evolving schemes
- Awareness of current issues facing rural communities and an understanding of how the delivery of services in rural areas differs from those in urban areas.

### Desirable:

- Experience of surveying / engaging with rural stakeholders and community groups

- Monitoring and evaluation of grants and funding programme.
- Experience of valuing the benefits of social interventions.

5.2. Contractors are urged to demonstrate how they will bring these skills to the project, and to demonstrate their strengths in these skills in the project team structure and CVs. A well-managed and efficient consortium which provides access to the different range of skills needed may be advantageous.

## 6. Stakeholders

6.1. Defra can provide the successful contractor with access to the ACRE network and the Defra Rural Policy Team.

## 7. Governance

7.1. The contractor will be managed by an official within Defra who will act as Project Officer responsible for the day to day management of the contract. The contractor should then appoint a Project Manager who will act as the principal point of contact for Defra.

7.2. Once the contract has been awarded Defra will establish a project steering group that will monitor progress and provide guidance on objectives and outputs.

7.3. The Defra Project Officer will contribute to the management of the project through steering group meetings with the contractor during the lifecycle of the contract.

## 8. Outputs

8.1. Tenderers should consider the following output table carefully when designing their work and project plans:

Regular informal progress updates to Defra steering group
Interim reports (to be agreed) and a final report.

## 9. Quality assurance

9.1. Contractors should be aware that an application cannot be accepted unless they agree to comply with 'The Joint Code of Practice for Research', which is at **Appendix D**. Please confirm that you are aware of the Code and will comply with it.

9.2. Contractors must display a good understanding and experience of the issues involved. They should also have the ability to edit and present written material in a clear, concise and informative style. Contractors will provide a **quality assurance plan** that demonstrates how the quality of inputs and outputs will be ensured. The final report will be subject to **independent peer review** and the contractor will be expected to respond in detail to reviewers' comments and amend the final report as appropriate.

9.3. Contractors should provide an assessment of risks and a **risk management strategy**.

## 10. Management

10.1. The Contract will be managed in accordance with the Department's 'Standard Terms and Conditions for Research and Development Contracts'.

10.2. The contractor will be responsible for organising and providing the secretarial and administrative support for steering and governance group meetings. The Defra Project Officer will assist with booking meeting rooms at our London/Bristol/York offices, but the contractor will be expected to provide full secretariat and presentations.

## **11. Programme of work and milestones**

11.1. Contractors are invited to propose a work programme designed to meet the above objectives, requirements and timetable. Tenders should include a time schedule for the work that identifies the main stages, tasks and key milestones – these will then be used to monitor progress. The contract will also include clear review points to enable the project steering group to assess whether to proceed to the next stage/milestone.

## **12. Project team (including sub-contractors)**

12.1. Details of the project team should be supplied indicating the experience of the individuals. The organisation of the project team should be linked to the work programme, indicating the grade of staff and number of days allocated to specific work areas (see 'Guidance on Submitting a Tender for Defra Research' note for further details).

## **13. Survey control**

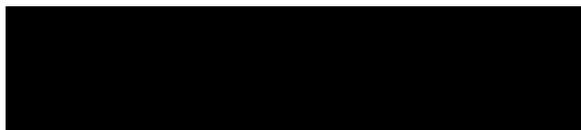
13.1. All surveys undertaken by or on behalf of Defra should obtain clearance from the Department's Survey Control Liaison Unit (SCLU). The need for a survey for this project will be determined by the successful bidder and the project steering group following Stage 1. Bidders should therefore be prepared to make allowance for SCLU clearance which typically takes up to four weeks.

## **14. Electronic security**

14.1. Electronic media of any type or format supplied to the Department by the Contractor must be checked for viruses before shipment. The Contractor must provide details of the computer virus detection and virus eradication software (or hardware) that is used to prevent infection and the frequency at which it is updated.

**ANNEX B**

**Bidder Submission**



## Part 2: Contract Terms



Amended terms  
and conditions