



Department for  
Digital, Culture  
Media & Sport

DCMS Commercial  
1<sup>st</sup> Floor  
100 Parliament Street  
London SW1A 2BQ

T: 0207 211 6000

[www.gov.uk/dcms](http://www.gov.uk/dcms)

Sarah Snelson  
Frontier Economics Limited  
Mid City Place  
71 High Holborn  
London  
WC1V 6DA  
Supplier Reg. No. 3752719

Dear Sir/Madam,

**Part 1: Letter of Appointment**

This letter of Appointment dated 4th January 2022, is issued in accordance with the provisions of the DPS Agreement (RM6018) between CCS and the Supplier.

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

Order Number:	102802 ( <i>DCMS Reference</i> )
From:	Department for Digital, Culture, Media and Sport (DCMS) 4th Floor, 100 Parliament Street London, SW1A 2BQ ("Customer")
To:	Frontier Economics Ltd Mid City Place, 71 High Holborn London, WC1V 6DA Supplier Company Reg. No.3752719 ("Supplier")

Effective Date:	5th January 2022
Expiry Date:	End date of 31st March 2022

Services required:	<p>Set out in Section 2, Part B (Specification) of the DPS Agreement and refined by:</p> <p>The Customer's Project Specification attached at Annex A and the Supplier's Proposal attached at Annex B;</p>
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Key Individuals:	<p>Sarah Snelson - QA Director</p> <p>Kat Deyes - Project Director</p> <p>Emily Nielson - Project Manager</p>
[Guarantor(s)]	Not Used

Contract Charges (including any applicable discount(s), but excluding VAT):	<p>The total price is £39,814.00 and pricing shall be a Fixed Price for delivering the full scope of work, including all fees, costs and expenses. This shall include incorporating comments and feedback from DCMS and our stakeholders, where appropriate.</p> <p>All pricing shall be exclusive of VAT.</p> <p>See Appendix C for a detailed pricing schedule, attached separately.</p>
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Insurance Requirements	<p>Additional public liability insurance to cover all risks in the performance of the Contract, with a minimum limit of £1 million for each individual claim.</p> <p>Additional professional indemnity insurance adequate to cover all risks in the performance of the Contract with a minimum limit of indemnity of £1 million for each individual claim.</p> <p>Product liability insurance cover all risks in the provision of Deliverables under the Contract, with a minimum limit of £1 million for each individual claim</p>
Liability Requirements	<b>Suppliers limitation of Liability</b> (Clause 18.2 of the Contract Terms);
Customer billing address for invoicing:	<p>All invoices must be sent to:</p> <p><a href="mailto:EmailYourInvoices-DCMS@HistoricEngland.org.uk">EmailYourInvoices-DCMS@HistoricEngland.org.uk</a>.</p> <p>Invoices must be compliant and include a valid Contract reference number and PO Number, and the details (name and telephone number) of your Supplier Contract Manager. Non-compliant invoices will be sent back to you, which may lead to a delay in payment. If you have a query regarding an outstanding payment please contact Payments-</p> <p><a href="mailto:DCMS@HistoricEngland.org.uk">DCMS@HistoricEngland.org.uk</a> or telephone 01793414940.</p>

GDPR	See Contract Terms Schedule 7 (Processing, Personal Data and Data Subjects attached separately.
Alternative and/or additional provisions (including Schedule 8(Additional clauses)):	Not used

## FORMATION OF CONTRACT

**BY SIGNING AND RETURNING THIS LETTER OF APPOINTMENT (which may be done by electronic means) 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 (which may be done by electronic means) the receipt of the signed copy of this letter from the Supplier within two (2) Working Days from such receipt**

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

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

Name and Title:

Sarah Snelson

Director

Name and Title:

Marc Bryant

commercial director

Signature:

DocuSigned by:  
*Sarah Snelson*  
63F905D9D65642C...

Date:

Jan 10, 2022 | 09:25:20 GMT

Signature:

DocuSigned by:  
*Marc Bryant*  
DF1C2E737A2F46D...

Date:

Jan 10, 2022 | 09:25:45 GMT

## Annex A

### Customer Project Specification

#### SPECIFICATION OF REQUIREMENTS ('Specification')

##### 1. Introduction and Purpose

- 1.1 The Strategy & Sector Value Team is part of the Civil Society and Youth Directorate in the Department for Digital, Culture, Media and Sport (DCMS). As part of the government's commitment to levelling up the country, and in collaboration with the Department for Levelling Up, Housing and Communities (DLUHC), we want to better understand what the evidence base shows about what works in delivering financially sustainable community-led improvements relating to local social infrastructure and social capital.
- 1.2 Government recognises the potential for civil society to play an important role in levelling up, in supporting community cohesion, building social infrastructure and social capital, and ultimately creating places people are proud to live in. There are a range of definitions, but broadly;
  - 1.2.1 social infrastructure refers to the physical spaces, services and amenities which bring people together,
  - 1.2.2 social capital refers to the networks and relationships people can call upon for support.
- 1.3 Social infrastructure includes community organisations and publicly accessible places for people to meet and connect over shared values or issues. Enabling people to connect helps build the community relationships which lead to strong social capital, which has been linked to stronger GDP growth<sup>1</sup>.
- 1.4 We know that there are many communities with weak community relationships, low levels of volunteering, and poor, or non-existent, social infrastructure. To help these places level up, and make the most of the government's investment in physical infrastructure, we need to build their social infrastructure too.
- 1.5 For this reason, over many decades, successive governments have attempted to improve the livelihoods and experiences of those living in deprived neighbourhoods, with varying levels of success.

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<sup>1</sup> Dincer, O C and Uslaner, E M, 'Trust and Growth', Public Choice, 142:1 (2010); Zak, PJ and Knack, S, 'Trust and Growth', The Economic Journal, 111:1 (2001); Knack, S, and Keefer, P, 'Does Social Capital have an Economic Pay-Off? A Cross-Country Investigation', Quarterly Journal of Economics, 112:1 (1997)

- 1.6 Whilst we are clear on the evidence about the importance of social infrastructure and social capital, we are less clear on how government and non-government actors can best support communities to enable long-lasting positive change.
- 1.7 Therefore, this Government is commissioning a systematic review of existing evidence in order to:
  - 1.6.1 build our understanding of the strength and breadth of the evidence base about what works to deliver successful community (including community-led) initiatives to improve local social infrastructure and social capital;
  - 1.6.2 bring together existing definitions and concepts of social infrastructure and social capital, and set out commonalities and links between these definitions to help government determine how and when to use different terminology;
  - 1.6.3 draw conclusions on what could be considered “success” in community-led social infrastructure initiatives and how government can deliver VfM interventions in this space. Suppliers should consider both the **outcomes** that could be considered “success” (e.g. economic outcomes, community engagement, increased sense of belonging, wellbeing), and the **inputs** that determine success, such as the method and duration of investment, geography, and partnerships involved.
  - 1.6.4 identify evidence gaps or weaknesses, including but not limited to methods of intervention, measurement of outcomes, or ability to draw conclusions on “what works”,
  - 1.6.5 present recommendations to fill these gaps
- 1.8 Neil O’Brien, the Minister for Levelling Up, The Union and Constitution, referenced the four pillars for Levelling Up (October 2021). Social infrastructure has an important role to play within these four pillars:

**Empowering communities** - Community leaders are empowered to make the changes their places need.

**Boosting living standards** - Social infrastructure-related sectors will be vital employers as we build back better.

**Spreading initiatives** - Improving facilities and attainment for young people will be vital.

**Restoring local pride** - Social institutions anchor civic pride, and strong local connections through sporting events, cultural activities and shared experience build pride in place.

- 1.9 This evidence review should demonstrate what we do and don't know about how best to support communities to develop strong social infrastructure and build social capital as part of levelling up. It will inform government's next steps for building a more robust evidence base, how and where to pilot new approaches to improve social infrastructure and build social capital in disadvantaged places.
- 1.10 Government recognises research has been conducted in this area, and considers examples such as the [Turnaround: Learning from 60 years of social policy report](#), [Impacts of Social Infrastructure Investment Report](#), and [Townscapes: The Value of Social Infrastructure](#) as good practice of systematic reviews.
- 1.11 The majority of services will be carried out at the Tenderer's premises. However, the tenderer will be expected to attend regular meetings either virtually or at DCMS offices, which will be agreed upon during project inception.

## 2. Scope of Requirements/Evaluation Criteria

- 2.1 This programme of work is expected to last 12-16 weeks. Deliverables will consist of:

Action	Completed by week no.
An interim report to be submitted midway through the assignment. This should summarise key findings to date, and outline planned directions of inquiry for the second half of the programme.	Week 6
A final report setting out the results of the systematic review to be submitted by the end of Week 12 of the assignment.	Week 12
A peer review, which will be organised by DCMS & DLUHC.	Week 13
Final, publishable version	Week 16

## 2.2 The systematic review should:

- 2.1.1 adopt an independent approach to the research.
- 2.2.1 utilise a broad range of search terms as part of a rigorous approach to identifying relevant sources, in order to provide an overview of all the relevant literature. This should include, but not be limited to, terms such as “community strength”, “community resilience”, “community pride”, “social infrastructure”, “social capital” and “social cohesion.” We would encourage tenderers to suggest additional or alternative search terms through their bid.
- 2.3.1 examine relevant quantitative and qualitative evidence drawn from: (1) academic literature; (2) relevant grey literature (e.g. produced by think tanks, consulting firms and charities); and (3) project documentation and evaluations of interventions in disadvantaged places by government or non-governmental organisations.
- 2.4.1 set out clearly how key terms are used in the existing literature, identifying areas of: (1) disputed usage; (2) lack of clarity, imprecision or lack of accessibility of terms for the general public; and (3) where further work is required to refine definitions so that they can be deployed in an operational setting.
- 2.5.1 consider the evidence regarding the effectiveness of relevant interventions, including reviewing existing evaluations of social infrastructure (whether conducted by government or other actors) in terms of both impact and value for money as per 1.6.1-1.6.2.
- 2.6.1 draw conclusions on what the evidence tells us and where the gaps are as per 1.6.3 - 1.6.4.
- 2.7.1 produce recommendations on how to build a more robust evidence base and fill knowledge gaps as per 1.6.5.
- 2.8.1 Present findings using accessible terms and language, that can be communicated effectively to local communities.

2.3 Throughout the final report the researcher should demonstrate how they are meeting the research requirements listed above.

2.4 The total value of the tender price is £50,000.00, including VAT. This will be paid in equally-weighted increments following:

- 2.4.1. Initial contract award,
- 2.4.2. Successful completion of mid-point review,
- 2.4.3. Completion of final report peer reviewed amendments.



## **Annex B**

### **Supplier Proposal**

Attached separately

**Annex C**  
**Detailed Pricing Schedule**

Attached Separately

## **Part 2: Contract Terms**

RM6018 Contract Terms Attached Separately