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## 1. PURPOSE

- 1.1 The Department for Levelling Up, Housing, and Communities (DLUHC) (The Contracting Authority), invites tenders to provide a network of experienced delivery experts (Delivery Associates). This network will provide advice, troubleshooting and signposting to Local Authorities (LAs) to the wider support offer available across government.
- 1.2 DLUHC is responsible for delivering funding of £4.8bn to our local partners: Local Authorities across England, Scotland, Wales and Northern Ireland, as well as private sector partners in Northern Ireland (NI) through the Levelling Up Fund (LUF). This funding will support town centre and high street regeneration, local transport projects (through the Department for Transport (DfT) as joint LUF sponsor), and cultural and heritage assets. Other significant live programmes include the £3.6bn Towns Fund (which has funded Town Deals and the Future High Streets Fund competition). To maximise these investments, we are looking to provide support to LAs across the UK and other delivery partners in NI delivering these capital programmes to ensure they have access to the right skills and experience to mitigate delivery issues.
- 1.3 To support local partners who are delivering these capital projects, we are looking to procure a service to establish a central technical advice and support offer - a network of Delivery Associates (experienced delivery experts) - to troubleshoot delivery challenges across DLUHC's Levelling Up Fund, Towns Fund and Future High Streets Fund. This support may be provided by either a single supplier, or via a consortium of suppliers that will come together to provide the broad base of skills required.
- 1.4 The supplier will have responsibility for:
  - 1.4.1 Providing a network of delivery experts with the requisite skills and experience to support grant recipients in the delivery of their DLUHC-funded projects, identifying delivery issues as they arise and advising local partners on effective solutions.
  - 1.4.2 Provide peer learning and share best practice between grant recipients, tailored to the needs of the grant recipients.
  - 1.4.3 Work with DLUHC and other governmental partners (DfT, DCMS, Culture Arms-Length Bodies of DCMS) to share knowledge and insights on project delivery on the ground, contributing to the knowledge base held within DLUHC on delivery challenges faced by Local Authorities and the effectiveness of our interventions to support them.



- 1.4.4 Providing regular (monthly) reporting of project progress and support provided to grant recipients.

## **2. BACKGROUND TO THE CONTRACTING AUTHORITY**

- 2.1 DLUHC supports communities across the UK to thrive, making them great places to live and work. They strive to:
- 2.1.1 Level Up the United Kingdom.
  - 2.1.2 Regenerate places, ensuring everyone has access to a high quality, secure and affordable home, and a greater say in how they are planned and built.
  - 2.1.3 Ensure that buildings are safe and system interventions are effective and proportionate.
  - 2.1.4 Strengthen the Union to ensure that its benefits, and the impact of levelling up across all parts of the UK, are clear and visible to all citizens.
  - 2.1.5 Support a strong and sustainable local government sector with resilient, connected and integrated communities.

## **3. BACKGROUND TO REQUIREMENT/OVERVIEW OF REQUIREMENT**

- 3.1 DLUHC is responsible for delivering funding of £4.8bn to Local Authorities through the Levelling Up Fund (LUF), which will support town centre and high street regeneration, local transport projects, and cultural and heritage assets. Other significant live programmes include the £3.6bn Towns Fund (which has funded Town Deals and the Future High Streets Fund competition).
- 3.2 At present, two rounds of recipients for the Levelling Up Fund have been announced, with a third round anticipated.
- 3.3 To maximise these investments, we are looking to provide support to our local partners delivering these capital programmes to ensure they have access to the right skills and experience to mitigate delivery issues.
- 3.4 From our analysis, we expect that many local partners delivering our capital projects will face capacity and capability gaps that hinder them from successfully delivering. In terms of capacity, Local Government spending power has reduced significantly since 2010. This has impacted on the capability of Local Authorities that may not have the requisite skills in-house to ensure



effective delivery of their capital projects. These challenges are expected to be especially acute in more deprived areas and amongst smaller Local Authorities.

- 3.5 This provision of delivery expert support forms part of a larger package DLUHC is making available to grant recipients to support delivery of their projects. This includes providing capacity grant payments specifically to Local Authorities delivering LUF projects, alongside access to training in core delivery skills (Project and Programme Management, Contract Management, procurement). We have also partnered with a consortium of Culture Arms-Length Bodies of DCMS (Historic England, Arts Council England, Sport England, National Lottery Heritage Fund, National Lottery Community Fund, Visit England and British Film Institute) to provide delivery expert support specifically to England-based projects with a cultural element. This will directly complement the support we are seeking to procure through this tender.

## 4. DEFINITIONS

Expression or Acronym	Definition
ALBs	Means the Culture Arms-Length Bodies of DCMS
Authority or Contracting Authority	Means the Department for Levelling Up, Housing and Communities
Commission	Means the requirement set out in the tender specification
Consortium	Means a partnership of two or more suppliers who may bid jointly for this contract
DCMS	Means the Department for Culture, Media and Sport
DfT	Means the Department for Transport
DLUHC	Means the Department of Levelling Up, Housing, Communities and Local Government.
Local Partners	Means Local Authorities in England, Scotland, Wales and Northern Ireland, and other NI public and private sector partners who are in receipt of Funding from LUF, Towns Fund Future High Streets Fund Capital Regeneration Projects or Capital Levelling Up Bids
LUF	Means the Levelling Up Fund
Supplier	Means the successful bidder



## 5. SCOPE OF REQUIREMENT

- 5.1 Primarily, this requirement is expected to provide support for all places receiving LUF funding. Secondly, we are looking to provide support to places receiving funding under the DLUHC Towns Fund and Future High Streets Fund capital programmes, alongside a small number of places receiving funding under the Capital Regeneration Programme. LUF currently funds 216 projects across 196 funding recipients, of which six projects sit within non-LA recipients (in Northern Ireland only). There may be additional LAs that fall within scope in the event of future rounds of LUF funding. Towns Fund is supporting 101 Town Deals across England, alongside 72 places receiving Future High Streets Funding. 19 Local Authorities will also deliver Capital Regeneration Projects outside of these major funding schemes. This will mean that we can expect all local partners within the UK are potentially eligible for support through this requirement on projects that have been funded under LUF, Towns Fund, Future High Streets Fund or Capital Regeneration Project Funding.
- 5.2 The supplier or consortium should provide personnel with relevant experience of working with local partners (particularly local authorities) and with recognised expertise in key fields. This should include an appropriate mix of staff for various key tasks, rather than delivering the work primarily through the extensive use of junior consultants.
- 5.3 We expect a basic level of support to be available to all interested LUF, Towns Fund and Future High Streets recipients, with more intensive support provided to some recipients ahead of others including where suppliers would be able to scale up support as needed. We would like suppliers to work closely with DLUHC to agree types of service and approaches to prioritisation.
- 5.4 The direct recipients of this support will primarily be local authorities in England, Scotland, Wales and Northern Ireland. A small number of LUF projects in Northern Ireland are also being delivered by private sector entities – these entities will also be in scope and eligible for support. The supplier should ensure that they have the experience and geographical expertise to understand local delivery issues in each of the nations.
- 5.5 We expect suppliers to work closely with local partner stakeholders, with face-to-face or virtual engagement to support knowledge transfer.
- 5.6 The high-level outputs required from the supplier are:
- 5.6.1 Provide bespoke support and advice to Grant recipients on specific issues and delivery challenges they are facing in either face-to-face discussion or in written form.



- 5.6.2 Develop tools for sharing best practice and knowledge transfer pre-emptively across local partners to support delivery, through peer networks, shared learning, forums or alternative methods.
- 5.6.3 Provide a broad range of relevant skills and expertise that suit the range of delivery challenge faced by local partner (see 6.6 for a (non-exhaustive) list of relevant skills). This may include signposting local delivery partners to additional members of the delivery associate network where their delivery issues are not immediately resolvable or require alternative expert support.
- 5.6.4 Work collaboratively with DLUHC and other government departments and arms-length bodies (namely DfT, as well as supporting DCMS ALBs) to ensure funding recipients have access to additional support on offer, through active signposting of recipients to relevant support.
- 5.6.5 Maintain a relevant database logging delivery issues, actions taken and outcomes of the intervention to monitor effectiveness of the support provided to be shared with the authority. Use the insights gathered to help the Authority understand the capacity and capability gaps that exist in our local partners and provide these insights to support evaluation of the LUF portfolio.
- 5.6.6 Provide periodic reporting to the Authority detailing actions taken, key hotspots and identified delivery risks across the portfolio of projects.

## 6. THE REQUIREMENT

- 6.1 The intended outcomes of this capacity support are:
  - 6.1.1 Funding recipients have the support they need to successfully overcome delivery challenges and deliver their funded projects, making a lasting difference to the areas benefitting from their projects.
  - 6.1.2 Facilitate the sharing of best practice across grant recipients, building their resilience and support networks to increase their capacity and capability for delivery of both these projects and future projects.
  - 6.1.3 Build the evidence base and knowledge within the authority on key delivery issues and blockers, alongside effective solutions and strategies for future programmes of support. To help develop DLUHC's understanding of local capacity and capability issues and gaps.



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- 6.2 Suppliers will be expected to outline their understanding of the capacity challenges and gaps grant recipients on the programmes in scope are likely to be facing – both within the local authority and in the wider community. Suppliers should provide clear links and rationale for how this links to the support provided.
- 6.3 The capacity support supplier will provide a variety of different types of support, responsive to the demand, needs and capabilities of local partners until the end of the contract. Suppliers should demonstrate in their proposals how their offer is aligned to deliver the intended outcomes.
- 6.4 Suppliers should set out how they will work with DLUHC, and how they will align, coordinate with, and where possible offer synergies and joint services with the support being provided to local partners through other government departments and arms-length bodies.
- 6.5 The delivery associate will provide advisory support to grant recipients; working closely with project teams within local authorities (including project partners), to identify and troubleshoot issues, risks, or barriers that are impacting project delivery, providing options with recommendations or assistance with the implementation of the solutions. Delivery associates will be required to build and maintain strong relationships with key project stakeholders, ensuring high standard of professional service is delivered throughout the duration of the contract.
- 6.6 The following is a list of **core support areas** that Delivery Associates will support:
- 6.6.1 **Project and Programme Management:** provision of objective advice relating to project and programme management including (but not limited to):
- Project/Programme planning;
  - Budget forecasting and/or planning;
  - Programme & project management;
  - Resource planning and management;
  - Stakeholder analysis and engagement / communications;
  - Risk, compliance and/or opportunity management;
  - Governance and project structure
  - Change management;
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- Monitoring and evaluation planning and/or management.
- Value for money reviews

6.6.2 **Capital Infrastructure and construction including Transport:** Provision of objective specialist advice on areas relating to delivery and implementation of capital build projects, including site works, infrastructure, construction including transport. This may include identification of options with recommendations or provide assistance with the implementation of the proposed solutions, covering;

- Housing;
- Towns and Cities;
- Highways;
- Public transport (including buses and parking);
- Rail;
- Ports, shipping and marine;
- Regeneration.

6.6.3 **Finance Cost Management:** Provision of objective strategic and operational financial advice, including options with recommendations including (but not limited to):

- Forecasting and budgeting;
- Project cost engineering;
- Capital fundraising support options (securing match funding and third-party investment for the grant project)
- Cashflow management;
- Cost benefit reviews, studies, analysis and evaluation;
- Developing and assessing project proposals;
- Financial due diligence;
- Economic analysis;





- Financial accounting and/or reporting;
- Financial performance review and viability studies;
- Financing public infrastructure projects and negotiations;
- Inflation
- Foreign exchange
- Asset management including valuation, asset acquisition/ sales and disposals
- Investment, financial advice and market services;
- Payment structure advice and risk;
- Regulation and statutory requirements and/or reporting;
- Tax including Value Added Tax (VAT);
- Financial risk management and contingency;
- Subsidy Control

6.6.4 **Procurement and Supply Chain:** Provision of objective advice in relation to procurement and supply chain. This may include identification of options with recommendations as well as implementation and delivery including (but not limited to):

- Procurement planning and tender options analysis;
- Compulsory Purchase Order planning
- Pre-market engagement / research;
- Tender development and analysis;
- Category management;
- Commercial review;
- Contract management;
- Cost reduction;



- Financial advice;
- Outsourcing and insourcing;
- P2P / Procurement process;
- Supplier relationship management;
- Supplier and supply chain risk
- Supplier/contractor performance
- Procurement regulations / compliance.
- Logistics;

6.6.5 **Environmental Sustainability:** Provision of objective strategic advice in areas related to environmental and/or sustainability. This may include identification of options with recommendations as well as implementation and delivery, including (but not limited to):

- Feasibility studies and/or impact assessment;
- Environmental planning and protection;
- Regulatory compliance;
- Risk management;
- Social value;
- Sustainability / Net Zero planning
- Carbon management (including reporting);
- Coastal or marine;
- Due diligence;
- Equality analysis;
- Monitoring environmental indicators;
- Policy development and/or implementation;



- Pollution control (including noise).

6.7 Suppliers should set out:

- 6.7.1 A description of the types of support they will provide, when and where each type is most relevant, examples of where they have been successfully used and the impact of the support they have provided.
- 6.7.2 Clear and specific assumptions about the scale and quantities of services to be provided, with an explanation of what these estimates are based upon.
- 6.7.3 Their approach for how they will work with DLUHC to prioritise support, matching funding recipient needs and capacities to different types of support, and agreeing with DLUHC which grant recipients receive what services.

6.8 Suppliers should set out in their proposal their work plan, team, management approach, and the personnel inputs that will be provided.

6.9 We expect the supplier to work in a flexible and adaptive way, responding to emerging lessons from supporting grant recipients to improve the services offered and better target support going forwards. Suppliers should detail how they will do this.

6.10 The expected process for support requests is outlined below:

- 6.10.1 Requests for support will be received by the DLUHC LUF Capacity and Capability Team. They will act as a central point for administering the support offer. Requests may come directly from LAs, or via other channels (through our regular project monitoring meetings, via contact between LAs and DCMS ALBs, via the DLUHC discovery team etc.)
- 6.10.2 The support request will be logged and triaged by the LUF C&C Team to make an initial assessment of whether the delivery associates are best placed to support. If they are not (e.g. the support request is better served through another part of the support package – like training or direct culture ALB support), the request will not be passed to the supplier.
- 6.10.3 If the LUF capacity and Capability team determine the delivery associate service to be the appropriate support route, they will



- complete an initial tasking form, and send to the supplier. The form will include details of the local partner and the delivery issue raised.
- 6.10.4 The supplier will then be asked to perform an initial scoping exercise for the delivery issue. This may include direct contact with the LA to understand the issues faced. The supplier will then provide the LUF Capacity and Capability team with an outline proposal. This will include (but not be limited to) an assessment of the key activities and deliverables for the support intervention, timescales (including the number of days expected to deliver the support intervention), the resourcing/team to be assigned to the work and estimated project costs including day rates and expenses.
- 6.10.5 The outline proposal will be provided to the LUF Capacity and Capability Team within 5 working days of the project scoping exercise. The LUF C&C team either approve or reject the proposed work schedule on the basis of the quality of the expected interventions and value for money (VfM).
- 6.10.6 As regards the expected completion date for the support project, the supplier will submit a project completion report to the LUF Capacity & Capability team providing a grant project progress update on project, status of the option recommended and being taken forward by the LA, and details of any following work requiring post-completion. If further support is recommended, the completion report should contain details of the expected level of further support, and appropriate resourcing and costings as detailed in section 6.10.4. The LUF Capacity & Capability team will be required to approve any further work.
- 6.11 The supplier team should include a senior leader who will be the single point of accountability for the supplier/consortium's delivery, and can act as the lead contact for DLUHC in managing the contract. They will report to the LUF Delivery team in DLUHC on a monthly basis. We would also expect 1-2 senior leaders that can manage the ongoing workload of the service, including the allocation and reallocation of advisors to priority projects.
- 6.12 We would like central government to also benefit from this tender, through improved knowledge and policy-relevant learning about the challenges of delivering capital projects and the effective interventions. Suppliers should propose through the ITT responses how lessons will be captured and communicated at the end of the project.
- 6.13 We would encourage suppliers to set out what they would ask of DLUHC in order to support the delivery of this work and maximise the impact, for example
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where and how we could best deploy policy guidance, team engagement, stakeholder convening.

## 7. KEY MILESTONES AND DELIVERABLES

7.1 The following Contract milestones/deliverables shall apply:

Milestone/Deliverable	Description	Timeframe or Delivery Date
1	Inception meeting with DLUHC LUF Delivery Team	Within week one (1) of Contract Award
2	Launch of Full service	Within Week five (5) of Contract Award
3	Report on Project interventions and project delivery progress, risk management and stakeholder engagement	Monthly
4	Quarterly review of progress against KPIs	Quarterly
5	Year-end report on support provided to grant recipients, including continuous learning and key support trends	March 2024
6	Exit Plan	at least six months prior to the date of termination or expiry

## 8. MANAGEMENT INFORMATION/REPORTING

- 8.1 The Supplier will provide all outputs ensuring they are compatible in Microsoft Word and Microsoft Excel, in plain English and to be quality assured and proof read by the Supplier before submission to the Authority.
- 8.2 The Supplier should include a senior leader who is the single point of accountability and can act as the lead contact for DLUHC in managing the contract.
- 8.3 The supplier will provide monthly progress updates during the contract to the LUF Delivery Team. These should include work completed during the period, grant recipients supported, updates on project progress and intelligence on delivery issues arising, flagging any risks.



- 8.4 Throughout the Contract, the Supplier will be expected to provide regular monthly telephone or face to face updates to the Contracting Authority to ensure the commission remains on track, and other ad-hoc meetings and conversations as necessary.
- 8.5 The Supplier will circulate all action points from progress meetings for agreement by all attendees within two (2) working days of the meeting taking place.
- 8.6 The Supplier will deliver an end of contract report no later than four weeks from the contract end date.

## 9. VOLUMES

- 9.1 LUF currently funds 216 projects across 196 funding recipients, of which six projects sit within non-LA recipients (in Northern Ireland only). The average award for LUF Projects in Round 1 was £16.1m, and £18.8m in Round 2. These projects are a mix of Local Regeneration, Cultural and Transport projects.
- 9.2 Of these successful bids, across Rounds 1 and 2 there are 66 Large projects (with a grant of £20m or larger). These are largely transport projects.
- 9.3 There may be additional LAs that fall within scope in the event of future rounds of LUF funding. Additionally, Towns Fund is supporting 101 Town Deals across England, alongside 72 places receiving Future High Streets Funding. 19 Local Authorities will also deliver Capital Regeneration Projects outside of these major funding schemes, alongside 3 projects badged as capital levelling up bids.
- 9.4 Based on the above numbers, this contract assumes all 398 Local Authorities in the UK will be in scope, alongside the six non-LA recipients in Northern Ireland. Of these 398 Local Authorities, we expect most of them will likely require some level of support. There will also be a small number on Northern Irish non-LAs requiring support (around 411 projects in total).
- 9.5 We expect the majority of the work to be undertaken by the Delivery Associates, but we appreciate some advice and input may be required from technical specialists. Where you may require additional expertise, you will be asked to enter a day rate for the applicable core support areas within the pricing schedule. The advice and input required from any experts is to identify options and solutions to overcoming the barriers to project delivery only, it is NOT to provide professional services to deliver and undertake the recommended option itself. Following this piece of work, any appointment for professional services required to bridge any capacity or skills gap will be undertaken separately –



where applicable. Each area is graded a day rate level (Junior 4) (Management 5) (Senior 6)

## 10. CONTINUOUS IMPROVEMENT

- 10.1 The Supplier will be expected to continually improve the way in which the requirements are to be delivered throughout the Contract duration, in accordance with Schedule 11, continuous improvement.
- 10.2 The Supplier should present new ways of working to the Authority during monthly Contract review meetings.
- 10.3 Changes to the way in which the Services are to be delivered must be brought to the Authority's attention and agreed prior to any changes being implemented.
- 10.4 DLUHC reserves the right to make changes or improvements to the management process for the contract where required.

## 11. SOCIAL VALUE

- 11.1 Suppliers will be required to explain how their proposal and work as part of this contract will support the achievement the **Social Value Theme 2 (Tackling Economic Inequality)**, in accordance with Schedule 26 Sustainability and Questionnaire 7 within Annex E.
- 11.2 [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/940827/Guide-to-using-the-Social-Value-Model-Edn-1.1-3-Dec-20.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/940827/Guide-to-using-the-Social-Value-Model-Edn-1.1-3-Dec-20.pdf)

## 12. QUALITY

- 12.1 Suppliers will be required to describe their methodology for ensuring quality assurance for work completed, ensuring its delivered to a high standard, including details of any quality standard accreditation/s that the suppliers hold that can support or be applied to this work. Suppliers quality assurance methodology will be assessed as part of the tender evaluation criteria.

## 13. PRICE

- 13.1 The budget maximum is £5,166,666.67 exclusive of VAT for this requirement for the Contract period of Two (2) Years.
- 13.2 This includes all costs related to the provision of the delivery associates. The funding is split evenly across the remaining 2023-2024 and 2024-2025 Financial Year. We do not expect there to be provision to move unspent funding forward. The contract is expected to run until the end of the 2024-2025 Financial Year (March 2025).





- 13.3 Prices are to be submitted via the Authorities Atamis eSourcing portal using the Annex C – Price Schedule excluding VAT and including all other expenses relating to Contract delivery.
- 13.4 Travel and Subsistence should be individually calculated case by case and in accordance with Annex H – Travel and Subsistence.

## 14. STAFF AND CUSTOMER SERVICE

- 14.1 The Supplier shall provide a sufficient level of resource throughout the duration of the Contract in order to consistently deliver a quality service.
- 14.2 The Supplier's staff assigned to the Contract shall have the relevant qualifications and experience to deliver the Contract to the required standard. This will include the required staff to provide the technical support listed in paragraph 6.6.
- 14.3 The Supplier shall ensure that staff understand the Authority's vision and objectives and will provide excellent customer service to the Authority throughout the duration of the Contract.
- 14.4 The Supplier will respond to any queries or communications received from either Local Authorities or DLUHC within two working days. Any queries marked or highlighted as urgent will be handled by the supplier as a priority.

## 15. SERVICE LEVELS AND PERFORMANCE

- 15.1 The Following KPIs reflect the minimum performance requirements for the supplier. We would encourage suppliers to propose other key performance indicators for their work. The Authority will consider these, and otherwise measure the quality of the Delivery Partner's delivery first and foremost by satisfactory completion of all deliverables, followed by monitoring of progress against outputs and outcomes. Failure to satisfactorily deliver against these KPIs can result in the Authority reducing or withholding payment to the Delivery Partner

KPI/SLA	Service Area	KPI/SLA description	Target
1	Delivery Milestone	Deliverable: Inception Meeting within one (1) week of Contract Commencement	100%
3	Delivery Milestone	Output: Launch of Full service within five (5) weeks of contract commencement	100%



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4	Delivery Milestone	Deliverable: Attendance at monthly Teams or face to face progress meetings	100%
5	Delivery Milestone	Deliverable: Monthly report on Project interventions and project delivery progress.	100%
6	Delivery Milestone	Output: year-end report on support provided to grant recipients, including continuous learning and key support trends	100%
7	Delivery	Outcome: Number of Delivery Associate Support Projects completed on time to budget	75%
8	Delivery	Outcome: Number of Delivery Associate Support Projects progressing following intervention and not requiring follow up support	75%
9	Delivery	Outcome: Percentage of supported grant recipients satisfied with support and advice received based on evaluation survey at mid-point and end of contract	95%
10	Delivery	Outcome: Percentage of Grant recipients in LUF, Towns Fund and Future High Streets benefitting from shared knowledge and peer learning on delivery best practice (based on survey at mid-point and end of contract).	50%
11	Knowledge Transfer	Output: Peer Learning Network established to facilitate knowledge transfer for grant recipients	100%

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12	Risk Management	Output: Risk Register for supported projects, detailing key risks identified in each supported project which will be submitted to the Authority no later than one (1) working day prior to scheduled progress meetings.	100%
13	Account Management	All queries will be responded to within two (2) working day by Supplier	100%
14	Account Management	All issues shall be addressed and resolved within two (2) working days by Supplier	100%

- 15.2 The Authority will maintain a record of Supplier adherence to the agreed service level and performance timelines. Any non-adherence will result in performance review meetings between the Authority and the Supplier, to provide a full debrief and explanation as to why service level agreements have not been met. Improvement plans will also be established here.
- 15.3 Where the Supplier fails to provide a Service Improvement Plan or to deliver the agreed Service Delivery Plan to the standard required, the Authority reserves the right to seek early termination of the contract.

## 16. SECURITY AND CONFIDENTIALITY REQUIREMENTS

- 16.1 As the bulk of the work for this contract will be delivered working with Grant recipients at their locations across the UK and virtually, there will be no requirement for supplier staff to demonstrate security clearance.
- 16.2 Where projects are being delivered on behalf of a grant recipient by third-party partners, the supplier must ensure they have received permissions to visit and attend locations where necessary. Permission should be obtained with agreement of the grant recipient.
- 16.3 The Supplier shall comply with the requirements in Schedule 16, Security. The Supplier shall be responsible for the effective performance of its security obligations and shall at all times provide a level of security for its own system and any cloud services used which:

16.3.1 is in accordance with the Law and this Contract;

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- 16.3.2 as a minimum demonstrates Good Industry Practice;
- 16.3.3 meets any specific security threats of immediate relevance to the Deliverables and/or the Government Data;
- 16.3.4 where specified by the Buyer in accordance with Paragraph 16.3 complies with the Security Policy and the ICT Policy; and
- 16.3.5 complies with the 14 Cloud Security Principles available at: <https://www.ncsc.gov.uk/collection/cloud/the-cloud-security-principles>. The Supplier must document how it and any cloud service providers they use comply with these principles, and provide this documentation upon request by the Buyer.

## 17. PAYMENT AND INVOICING

- 17.1 Payment can only be made following satisfactory delivery of pre-agreed certified products and deliverables.
- 17.2 Invoices should be submitted every three months of the duration of the contract
- 17.3 Before payment can be considered, each invoice must include a detailed elemental breakdown of work completed and the associated costs.
- 17.4 All invoices are to be submitted to: CP2P Team, DLUHC, 4<sup>th</sup> Floor, High Trees, Hillfield Road, Hemel Hempstead, HP2 4XN. Email address: [CLGInvoices@levellingup.gov.uk](mailto:CLGInvoices@levellingup.gov.uk)

## 18. CONTRACT MANAGEMENT

- 18.1 The Supplier and the Buyer shall each appoint a Project Manager for the purposes of this Contract through whom the provision of the Services and the Deliverables shall be managed day-to-day, in accordance with Schedule 13 – Contract Management.
- 18.2 Regular reporting on the support provided by the supplier will be required, as detailed in the Management Information section (8.0) of this document.
- 18.3 The Authority will hold quarterly contract review meetings with the supplier to assess progress to date and adherence with the contract. These can be at the contractor's office address or virtually.
- 18.4 Attendance at Contract Review meetings shall be at the Supplier's own expense.



## **19. LOCATION**

- 19.1 The location of the Services will be carried out remotely in the first instance. The supplier will be expected to travel either to DLUHC offices or to Local Authorities across all nations of the UK where support needs or management of the contract require it.



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Annex A: Proposed Management Process

