DPS FRAMEWORK SCHEDULE 4: LETTER OF APPOINTMENT AND CONTRACT TERMS

Part 1: Letter of Appointment

Ministry of Housing Communities and Local Government
2 Marsham Street
London
SW1P 4DF

Dear Sirs

Letter of Appointment

This letter of Appointment dated 2nd December 2019, 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:	TBC
From:	Ministry of Housing Communities and Local Government ("Customer") 2 Marsham Street Westminster London SW1P 4DF
To:	Adroit Economics ("Supplier") 31 Finchley Road Hale Cheshire WA15 9RE

Effective Date:	2nd December 2019
Expiry Date:	End date of Initial Period 1st December 2021

	End date of Maximum Extension Period 1st December 2022 Minimum written notice to Supplier in respect of extension: 30 days

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 including Annex 1 Task Request Form, Annex 2 Reports and the Supplier's Proposal attached at Annex B

Key Individuals:	**For the Customer** REDACTED **For the Supplier** REDACTED
[Guarantor(s)]	Not Applicable

Contract Charges (including any applicable discount(s), but excluding VAT):	As per Annex C – Rates will remain firm for the duration of the Contract and any extension. Rates are based on an 8 hour working day and are inclusive of expenses and exclusive of VAT. The total Contract value including extensions is £1,000,000.00. As this is a Call Off Contract the Customer reserves the right not to spend this as volumes of work are not guaranteed.
Insurance Requirements	As per Clause 19 of the Contract Terms and Conditions and Professional Indemnity Insurance must be provided and maintained throughout the duration of the Contract to cover claims resulting from this Contract. It will be limited to £5,000,000.00 in aggregate.
Liability Requirements	Suppliers limitation of liability as per Clause 18 of the Contract Terms and Conditions

Customer billing address for invoicing:	REDACTED

GDPR	As per Schedule 7 of the Contract Terms and Conditions
Alternative and/or additional provisions (including Schedule 8(Additional clauses)):	Not Applicable

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:	Name and Title:
Signature:	Signature:
Date:	Date:

ANNEX A

Customer Project Specification

BACKGROUND TO REQUIREMENT

In its Implementation Plan (Building a Safer Future), published in December 2018, the Government set out how it intends to take forward the recommendations of the Hackitt Review to create a stronger and more effective regulatory framework to improve building safety.

The Implementation Plan sets out planned reforms which will require legislative change, to give residents a stronger voice and put clear responsibility and accountability at the heart of a more effective system. Ahead of potential legislation, the Government is also acting now to fix existing problems by trialling new approaches and encouraging industry to lead the necessary culture change.

The Government's plan for implementing the Hackitt Review recommendations indicated the aim to bring about a fundamental change through:

- A stronger and more effective regulatory and accountability framework for buildings in scope.
- Better understanding of how to ensure buildings are safe through clearer standards and guidance, and more rigorous product labelling, testing and marketing.
- For residents, better engagement with those managing their buildings, more effective routes for escalation and redress and better information about the safety of their building.
- Industry taking greater responsibility for building safety, and improved competence of those working on high-rise residential buildings.

The Customer is responsible for making these reforms through the Building Safety Portfolio (BSP) and is consulting on options. Consultation will finish at the end of July 2020, following which the Customer will work to agree a programme for Ministers, which, to an extent, will both depend upon and define the information to be provided under this Contract. The consultation can be found on GOV UK.

The Customer will need to evaluate policy options and their potential impacts following the consultation and beyond. Alongside this, the Customer is committed to keeping up to date the Building Regulations and their statutory guidance and is working to deliver changes where required, including to Approved Document B (fire safety) following a recent Call for Evidence. This will require work to prioritise changes using an evidence-based approach.

DEFINITIONS

Expression or Acronym	Definition
MHCLG	The Ministry of Housing, Communities and Local Government (the Customer)
BSP	Building Safety Portfolio

Approved Documents	The set of existing building regulations

SCOPE OF REQUIREMENT

The scope of this Contract is to provide evidenced economic impact assessments that will allow the Customer to:

Assess the implications of proposed changes to the regulatory regime as the Customer responds to challenges raised in the Hackitt Review, including impacts of options for legislation to deliver major reform of the regulatory regime and culture change across the construction and fire safety industries.

Quantify the costs and benefits of a new regulatory regime including analysis of alternative potential options and defining scope of changes; for example to provide a cost-benefit analysis of options for a new regulator Arm's Length Body.

Assess the impacts of proposed changes to the Building Regulations and related policies as appropriate; for example to assess options for change to Approved Document B (fire safety) following a recent Call for Evidence.

Develop suggestions into proposed changes to policy; legislation and/or the Building Regulations, which might include surveys, physical testing, investigations or modelling; for example to identify options and impacts for creation of 'safety cases' for buildings

Evaluate the costs and benefits of each proposed option or change on a variety of stakeholders, including developers, small businesses, material suppliers, house builders and building occupants.

Analyse the impact of potential options for market reform including on capability and capacity in the private sector.

Analyse potential options for government interventions, for example on the insurances and warranty markets for buildings and professional indemnity for key professionals.

THE REQUIREMENT

This research Contract is required to provide technical and analytical support across the BSP with particular focus on implementation of changes to the regulatory regime and the Building Regulations, including through the generation of cost and benefit data for input into impact assessments. In turn, the costs and benefits will, dependent on context, need to be based upon technical considerations, which may require investigations to provide the necessary evidence. The research should involve economists, analysts, cost consultants, regulatory experts, architects, engineers and building surveyors.

This Research may also require physical testing, questionnaire surveys and/or physical surveys. This will be where it is undertaken to support options for changes to the Building Regulations.

Work will be undertaken on a call off basis. The Supplier will be expected to allow some flexibility throughout the Contract to allow the Customer and the Supplier to react to emerging matters and changing priorities. This allows the BSP to maintain flexibility in addressing new emerging priorities. Also it is not possible to define the potential policy reforms or specific changes to be introduced under the Building Safety Portfolio in advance assessing responses to the current consultation.

As well as identifying the economic and societal impacts of possible changes to the building safety regime, the research will have to specifically identify:

Benefits and costs to business and society.

Net cost to house builders.

The effect on small and medium sized enterprises.

The levels of risk associated with possible changes.

The level of analysis required will need to be proportionate to whether the Customer is: considering a range of options or specific potential change; consulting; introducing a new approach; or implementing an agreed change under the scope of the Building Safety Programme.

The Customer requires the Supplier to:

Work closely with the Customer's staff as they develop policy options to ensure the evidence and analytical requirements are properly understood and supported.

Work with key external partners, to obtain information and to test research findings and analysis.

Prepare technical and analytical content and evidence base for impact assessments to support consultation and implementation.

Carry out detailed technical modelling and cost assessment of different options relating to possible changes.

Assist in analysing responses to consultations.

Prepare publishable reports recording the work.

The output from this Contract will be:

An agreed project plan following a start-up meeting.

Methodology and cost for approval of individual tasks.

Agreed deliverables for each individual task.

Publishable summary reports suitable for non-technical readership.

During the start-up phase, the Supplier will describe how they propose to work with the Customer to identify a programme of work to include in a Project Plan and keep this up to date throughout the duration of the Contract. The Supplier will refine the risk assessment provided with their bid and then keep it updated throughout the duration of the Contract.

The Customer does not require the Supplier to deliver any training or skills transfer, however, the Customer would appreciate a 'lesson learnt' meeting on conclusion that covers what was successful about the approach taken, what challenges were faced, and any changes to the methodology that the Supplier would recommend for similar projects in the future.

At the end of the Contract, the Supplier will provide the Customer with background information used in the Contract that is not included in the reports. The handover package will be agreed with the Customer's Contract Manager but is expected to include items such as lists of key contacts, spreadsheets, costs build-up and technical designs used for costing.

KEY MILESTONES

The programme of reform is being developed and to an extent depends on the outcome of forthcoming consultations. The Customer currently envisages that specific tasks to be carried out under this Contract are likely to be identified in phases of activity; for example with Phase 1 focusing on identification of discrete work streams and Phase 2 taking forward investigation of the options and outputs. An indicative timeframe is given below.

Milestone	Description	Indicative Timeframe
1	Start-up phase (start-up meeting, familiarization, briefing) complete	Within week 3 of Contract Award
2	Initial appraisal complete	Within week 6 of Contract Award
3	Agreement on Phase 1 projects – timetables for each project. (An indicative timetable would be agreed at this point but would typically Include: Initial appraisal within 4-6 weeks, Consultation or interim stage complete within 15-25 weeks, implementation or final stage within 30-45 weeks, completion within 40-60 weeks).	Within week 12 of Contract award.
4	Conclusion of phase 1 and clarification of initial Phase 2 priority projects. Agreement of outline timetable for completion.	Within week 52 of the Contract award.
5	Agreement of Phase 2 projects. (See phase one for indicative timetable per projects which would be firmed up at this point).	Within week 64 of Contract
6	Conclusion of all phases and handover of any reports and presentations.	Within week 104 of Contract Award

The programme will be developed during the start-up phase of the Contract.

CUSTOMER'S RESPONSIBILITIES

The Customer will request tasks to be carried out using the Task Request Form shown in Annex 1. Generally, the tasks will be broken down into small elements that can be costed as a lump sum by the Supplier, with additional tasks being issued as dictated by the results of earlier tasks.

REPORTING

Technical reports recording the research will be provided to demonstrate that the milestones have been achieved. These reports will include justification of the research methodology, results and discussion leading to conclusions. They are not intended for publication but will be made available to external parties upon request.

Publishable reports will also be provided for each work area where required except where the work area has commissioned the report specifically for internal use.

Reports must comply with the guidance given in Annex 2.

VOLUME OF WORK

Until the programme of work under the Building Safety programme is confirmed, following consultation, the subject areas and amount and depth of work is not known. However, similar previous work suggests resulted in in-depth analysis of 9-15 subject areas.

It must be recognised that there is no guarantee that any work will be required, e.g. if the programme were to be cancelled.

QUALITY

Deliverables such as reports and guidance must be written in line with the guidance provided in Annex 2.

PRICE

Work under this Contract falls into two categories:

- Category One - Work that the Customer can specify in sufficient detail at the start of the Contract and will be paid for on a fixed cost basis this will be agreed during the contract mobilisation period. This will include the start-up phase and preparing the non-technical summary reports.
- Category Two - Work that is not possible to specify in sufficient detail at this time. This will be paid for on using the rate card submitted in the Tender.

All roles / rates must be inclusive of Travel & Subsistence, any additional expenses will be agreed in advance as necessary to deliver the services and reimbursed separately on the basis of actual expenditure and the provision of receipts and will be capped in line with the Customers policy.

STAFF AND THE CUSTOMER SERVICE

Throughout the Contract, the Supplier will provide staff at the correct grade and with the necessary experience and expertise to undertake the work. In particular, the Supplier must have access to staff that have:

Expertise in economics, costing and social impact assessment, including familiarity with Department for Business, Innovation and Skills guidance on impact assessments and the Treasury's Green Book.

Detailed knowledge of the construction industry, construction techniques, technology and design.

Access to sufficient data to enable a rapid and cost-effective response.

Ability to generate additional data where required to supplement available evidence.

Expertise in presentation of evidence used to arrive at conclusions.

Ability to procure and manage specialised tasks, such as physical testing.

SERVICE LEVELS AND PERFORMANCE

The Customer will measure the quality of the Supplier's delivery by assessing each task, including meeting target dates, appropriateness of methodology, completeness of information and readability of reports. The Customer will take account of the views of any Steering Groups and will provide feedback to the Supplier.

SECURITY REQUIREMENTS

The Customer's office is part of the Home Office Building, which has enhanced security arrangements, including baggage searches and photo-ID being needed for entry. The Supplier must make allowances for delays caused by security when attending meetings or where the Supplier's staff is working at the Customer's office.

INTELLECTUAL PROPERTY RIGHTS (IPR)

Intellectual Property Rights of material produced under this Contract will remain the property of the Customer as set out in the terms and conditions of the Contract.

PAYMENT

During the start-up phase, the Supplier will agree a milestone payment schedule with the Customer and then keep it updated throughout the Contract, to enable the Customer to forecast expenditure over the duration of the Contract. The schedule must include all travel and subsistence payments. All milestones must have a specific date (day, month and year).

A final invoice cannot be submitted for payment until the milestone deliverable and a draft invoice have been accepted by the Customer's Contract Manager.

Once a deliverable has been accepted by the Customer's Contract Manager, the invoice, which should include a detailed elemental breakdown of work completed and the associated costs, should be submitted to

REDACTED

Any task request shall be made in writing by the Customer's Contract Manager, using the Task Request Form (set out at Annex 1). The Customer's Contract Manager must agree the fee for the task before the work is undertaken.

All costs must be exclusive of VAT.

Payment will be made with 30 calendar days of a correctly submitted invoice.

ADDITIONAL INFORMATION

This Contract can be undertaken by a single firm or a consortium.

In the case of consortium, the Customer will only enter into a Contract with the lead Supplier and all formal contacts between the Customer and members of the consortium should be made through the lead Supplier.

Professional Indemnity Insurance must be provided and maintained to cover claims resulting from this Contract. (Claims)It will be limited to £5,000,000 in aggregate.

The Supplier must take account of the views of any Board or Steering Group set up to introduce policy and deliver changes under the Building Safety Programme.

Technical reports recording the research must be provided to demonstrate that the milestones have been achieved. These reports must include justification of the research methodology, results and discussion leading to conclusions. They are not intended for publication but will be made available to external parties upon request.

LOCATION

The Services will be carried out at the Supplier's offices, although there may be a need for some tasks to be undertaken at the Customer's office (currently 2 Marsham Street, London, SW1P 4DF).

ANNEX 1. Task Request Form

SECTION 1: REQUEST FOR WORK

Title of Contract:	Economic and Analytical Support for the Building Safety Programme		
Task No: x		**BD Number:**	BD 2911
Task title: Xxxx			
Description of required work: *(as requested by the Customer's Policy Lead or Contract Manager)* xxxx			
Required timescales: *(as specified by the Customer's Policy Lead or Contract Manager)* Xxxx			
Request made by:	**Xxxx**		
Date:	xxxx		

SECTION 2: SUPPLIER'S RESPONSE

To be completed by Supplier's Project Manager

Proposed work programme: Xxxx	
Description of deliverables and delivery schedule Xxxx	
Costs: Xx days FBE Band xxx, xxx Cost £xxxx	
Provided by:	Xxxx
Date:	Xxxx

SECTION 3: ACCEPTANCE

To be completed by the Customer's Contract Manager or other authorized officer

Name:	Xxxx
Position:	xxxx
Date:	Xxxx

ANNEX 2 - REPORTS

Reports fall into two broad categories:

- those that form background material arising from the research project (these would be made available upon request but are not specifically intended for publication)
- those being prepared specifically for publication.

Background Material

Background material should contain draft material for later publications or should only be of value to anyone wishing to reproduce the project or develop on from it.

Examples of background material include:

- project progress report
- interim report or note
- draft of the content for an approved document revision or Impact Assessment (IA)
- tool, database, software or other deliverables for the purpose of recording raw data or producing those analyses that will be published
- functional specification and any other development documents for tools, databases, software, etc that are intended for public use.

Publishable Reports

Each project must produce as a minimum 1 report for publication or provide information to feed in to a published document. The key requirement is that any reports for publication succinctly provide all the information arising from the project that can usefully be used without unnecessary details. Reports for publication must be clearly written and in a style suitable for the target readership. The Supplier will consider using a professional technical editor to ensure that published reports can be easily understood. Their content must:

- attract the interest and attention of the relevant stakeholders and have an appropriate impact
- be authoritative and challenge-proof
- be written in plain English.

Authors must consider the following three questions and address them in the Executive Summary and Introduction sections of their report:

1. What is the report or publication's purpose?

An in-depth technical report? A summary of a new process? A best practice guide to improve safety or efficiency? A draft of a new approved document?

2. Who will use the publication?

Who is it being written for? Will it provide guidance to the Customer's Policy Officers or is it designed for a wider audience? Can you identify the market for the publication? How big is the market (be realistic)? Do the intended readers work at boardroom, office or site level? Are they regulators, executives and managers, professionals, designers, or students? Are the readers purely UK-based or does the information have European or worldwide relevance?

3. How will they use it?

Will the intended audience read it from cover to cover or dip in to particular sections? Is it a reference work with a long life or will it be old news in six months' time?

The answers to the questions will help dictate the organisation of the content within the document.

Examples of publications are:

- brief summary report on expert advice and contributions made at codes and standards committees
- guidance document to be referenced in an approved document
- guidance document on best practice
- final research report
- information paper
- impact assessment (IA)
- consultation document
- user guide for a tool, database, software etc that is intended for public use.

In most cases, the Customer will publish deliverables with a disclaimer. The Customer will decide whether to use a disclaimer during its preparation of the publication. Publication will normally be on www.gov.uk but the Customer may consider producing a printed version as well.

Format of Reports

All reports should include a front cover and QA sheet including:

- report title
- MCLG CI (Contract) and BD (project) reference numbers
- milestone identification number
- version number and date
- checking and approval signatures.

They must also be marked as draft until an approved final version is requested. The front cover may be removed and replaced when reports are prepared for publication by the Customer.

The status of a report must be clearly indicated as one of the following:

- Progress Report
- Interim Report
- Information Report
- Policy Implications Report
- Final Research Report.

Progress Report

Progress reports must be provided on a quarterly basis where there are less than two milestones in any 12 month period. They are intended for the Customer's internal use and are needed to track project progress. They must clearly outline work undertaken in that quarter. They must identify any milestones achieved within the programme of work and any difficulties anticipated that may hinder the project's performance. Progress reports must be completed in a standard template agreed with the Customer and must:

- define the period covered
- describe progress against each of the tasks or activities for which work has been undertaken, identifying any implications
- provide interim conclusions that have been derived from the work to date
- comment on future work, identifying any issues arising that may hinder timely progress or performance against the objectives and outlining what action is needed
- include a list of deliverables to date as an Appendix

A progress report does not require an Executive Summary. Typically the length of a progress report must be:

- ½ page per task for progress against objectives
- up to 1 page for interim conclusions
- up to 1 page for a forward look.

Interim Report

An interim report will be expected to cover particular tasks or groups of tasks at interim stages of a project. Interim reports must:

- provide an introduction identifying the tasks or activities being reported on in the context of the project objectives
- describe the work carried out including the methodology adopted, the results or outcome and any dissemination or discussion with stakeholders
- provide interim conclusions relating to the project objectives and a summary of the impact/implications for regulation and/or policy
- comment on future work, identifying any issues arising that may hinder timely progress or performance against the objectives and outlining what action is needed.

An interim report does not require an Executive Summary. The length of the report will be as necessary to provide a full understanding of what the project is delivering against the objectives.

Information Report

An Information Report may cover specific information arising from a project that warrants a stand-alone publication from the Final Research Report (eg a specific user guide or package of training materials). The content may be bespoke and will be agreed with the Customer either through inclusion in the project proposal where possible or at least in advance of drafting.

Project proposals must offer deliverables that are appropriately named (eg a User Guide), the generic name Information Report is just used here as report category covering these types of deliverables.

Policy Implications Report

A Policy Implications Report may take the form of:

- revision to an Approved Document
- Impact Assessment
- Consultation Document
- supporting guide to be referenced in an approved document or the Customer's other publication.

Such reports must provide the initial contents of documents that the Customer will publish after due process including any editing arising from the Customer and stakeholder review and/or required to achieve Ministerial approval. Formatting will, as far as possible, emulate that used in any recent and similar publications but must be prefaced on separate pages by some contextual content as follows:

- The Supplier's normal QA cover
- statement that the content is subject to review and amendment by the Customer and stakeholders prior to publication
- introduction covering the objectives of the research project under which it was generated
- explanation of any underlying issues that were considered in drafting the revision and what decisions were made to arrive at the proposed content
- comment on the impact/implications of the content for stakeholders.

Project proposals should offer deliverables that are appropriately named (eg a Consultation Document), the generic name Policy Implications Report is just used here as report category covering these types of deliverables.

Final Research Report

A Final Research Report must cover the whole project and must:

- provide a brief (no more than two pages) non-technical Executive Summary including advice on who may benefit from reading the report, what they should know as a result and what the implication of the new knowledge may be for them
- provide an introduction outlining the purpose and scope of the project and the expected outcomes in the context of the project objectives
- describe the work carried out including the methodology adopted, the results or outcome and any dissemination or discussion with stakeholders

- provide conclusions relating to the project objectives and a summary of the potential impact/implications for regulation and/or policy
- be a standalone document with no cross referencing back to earlier progress or interim reports
- refer to Information Reports generated within the project if this is appropriate and does not compromise the requirement to be standalone.

A 200 - 400 word summary suitable for publicising the results of the work in journals, newsletters, annual reports or web sites must be provided with the Final Research Report as a separate document.

Final Research Reports must not contain recommendations or any proposed text for a revision to an approved document or supporting guidance, including draft/initial Impact Assessments. Such material must be provided in a separate Policy Implications Report as this will typically need to be published separately.

A final research report will be the last deliverable for every project. It may be brief if the project has largely provided representation and advice or generated other deliverables for publications (eg information papers or policy implication reports).

Publication Guidelines

Introduction

The following guidance focuses primarily on final research reports. However, a large part of the guidance is standard good practice for the preparation of written reports and hence will also apply to other forms of reports to the Customer e.g. interim reports.

All reports for publication must be proof-read by the Supplier. Any comments from the Customer or the Steering Group must be addressed and edited as appropriate by the Supplier prior to acceptance by the Customer. The associated milestone invoice should not be submitted until the Customer has accepted the report for publication.

This guidance sets out basic 'Do's and Don'ts' to follow so that the report delivered is in a consistent style that meets Government publications guidance.

This guidance also identifies 'Do's and Don'ts' concerned with copyright and approval issues.

MHCLG standards

All publications that are available through the Customer are produced to a uniformly high standard. All material submitted for publication must be:

- provided in the required format, in accordance with this guidance or as otherwise agreed with the Customer.
- written in a style appropriate for the intended readership
- structured logically
- factually accurate

- cleared for copyright
- up to date
- consistent in style and approach
- free from grammatical and spelling errors
- free from jargon and acronyms
- fully referenced.

Writing style and ‘Plain English’

Reports must be written impersonally using the passive voice. This means that the words "I" or “we” must not appear in the report.

It is recognised that reports will address technically complex and specialist subjects, but authors must use ‘plain English’ as much as possible in all cases. The executive summary, conclusions and recommendations must be comprehensible to the non-specialist educated reader. All other scientific and engineering concepts addressed in the report should be expressed in language that will be readily understood by the target specialist or technical audience. Where the report is aimed primarily at a non-technical audience, ‘plain English’ must be used throughout. Jargon and acronyms must be avoided.

Structure

The default page order is:

Title page (right-hand page, p 1)

Acknowledgements

Content List

List of figures

List of tables ├ include, if appropriate, in technical reports

List of boxes

Glossary

Abbreviations

Notation – essential for those publications that contain formulae and equations

Executive summary

Main text of report - structured as appropriate to the type of publication

Conclusions

Recommendations

References/bibliography/further reading

Appendices - if required

Output type

Reports must normally be provided in a standard word processing package e.g. Microsoft Word, and in Adobe Acrobat pdf. Authors must contact the Customer’s Contract Manager regarding any specialist software used in diagrams.

Use of word processing style settings

Wherever possible word processing style settings must be used to create normal text, headings, captions, indexes, lists etc. This will ensure consistency and assist reformatting the document e.g. to meet the needs of visually impaired readers, without the need to manually retype headings etc.

Font

The default style for normal text is Arial 12 point. Other fonts may be used, but whichever one is chosen, it must be clearly legible on the screen and in hard copy.

Page layout

The page layout must be set up for double sided printing. Each chapter must start on a right hand page.

Either left handed justification or full justification is acceptable.

Margin sizes must be adequate for binding (at least 2.5 cms).

Layout of text

Closely typed long paragraphs must be avoided. The text must be broken up and present a neat, well-shaped layout with headings and sub-titles.

Headings

A numbering system for chapters and section headings is preferred for easy reference. It is most usual for the decimal numbering system to be used (2.1, 2.2, 2.3, 2.3.1, 2.3.2 etc). There must be no more than three levels of numbering.

Roman numerals must not be used for paragraph numbering or elsewhere.

If more levels are required within a section, bullet points or unnumbered section headings must be used.

Headings must be meaningful so that the reader can interpret them correctly and quickly find information required. Imprecise headings such as "Other considerations" must be avoided. The headings must follow a logical order.

Paragraph numbering

The default is for paragraphs not to be numbered. If paragraph numbers are used, they must be consistent with the heading numbering system.

Page numbers

Wherever possible reports must have consecutive page numbers which must follow through to the Appendices. Where it is impractical or potentially confusing to have consecutive numbering through the Appendices, these must be separately numbered using an alternative numbering system that clearly identifies each Appendix e.g. A-1.1, A-1.2, A-2.1 etc.

There is no preference for the position of page numbers (centre or right). The default style is for page numbers to be centered.

Lists

Either bulleted lists or numbered lists may be used.

Roman numerals must not be used in numbered lists (e.g. i., ii., iii. etc) or elsewhere.

Bulleted lists are preferable for brief entries. They must be introduced by an incomplete sentence ending with a colon. Entries must start with a lower-case letter and only the final entry should end with a full stop.

It is best to use numbered lists for longer entries (each containing one or more complete sentences), where the sequence of items is important, or where the list is introduced by a phrase stating the number of items. Numbered lists must be punctuated by a full stop at the end of the introductory statement, then full stops at the end of each numbered item.

Text under bulleted and numbered lists must be indented to line up with the first line of the bullet point e.g.

- example example example example example example example example example example example example.

Usage of bulleted and numbered lists (including punctuation in lists) must be consistent throughout the document.

Bullet points

Bullet points may be indented (as above) or lined up with the margin of the preceding paragraph. Whichever style is selected, it must be used consistently throughout the report.

References

References to publications (and interviews if appropriate) must be listed in a reference list. The default location for the reference list is at the end of the report, before any appendices. It is also acceptable to locate references at the foot of a page; this system works best when there are a limited number of references and they are not duplicated in later pages.

A separate bibliography may also be included to cite all material used in putting together the work (whether this has been referred to in the main text or not).

In the case of a reference to a book, the reference must give author/editor, year of publication, title, edition, volume number, place of publication and publisher as found on the front and back of the title page. (Not all of these details will necessarily be applicable.)

In the case of a journal article the details required include: author of the article, year of publication, title of the article, title of the journal, volume and issue number of the journal, and page numbers.

For all electronic information, in addition to the above authors must note the date that the information was accessed, and database name or web address (URL). The default style for web addresses is www.gov.uk.

When citing references within a report the name of the author, followed by the year of publication (Harvard style), must be used. In other respects, please refer to Copy-editing: The Cambridge Handbook for Editors, Authors and Publishers; Judith Butcher, Cambridge University Press isbn 0-5214007-4-0.

Tables and Figures

Where graphs or tables are used, all source data files must be supplied at the initial stage. Tables and figures should be of reproducible quality, should include captions and should not duplicate material presented in the text. All tables and figures must be cited in the text.

Tables must be numbered consecutively in the order of their first citation in the text. The table number and caption must be placed consistently throughout the report (either above or below the table). The default style is for the table number and caption to be placed above the table.

The same guidance applies to numbering of figures.

Where figures have been imported from other software packages (e.g. graphs imported as pictures from Microsoft Excel) care must be taken to ensure that legends and axis titles are large enough to be legible in the printed report – see guidance on line artwork below.

Explanatory notes must be placed in footnotes, not in the table or figure heading.

Explain in footnotes all non-standard abbreviations.

Pictures and other Images

The Supplier must check with the Customer's Contract Manager what the publication route is likely to be (web or hard copy - web publishing is the default). This may influence the format and file size of any pictures and images either embedded in the report or provided separately.

For printed reports, all pictures and illustrations (line drawings, diagrams, graphs, boxes, photographs etc) must be suitable for high-quality reproduction at their intended size in the final publication. Sub-standard illustrations, such as photocopies, pencil sketches, rough drawings, distorted or damaged material, or photographs that are too light, too dark or out of focus are not acceptable. Images scanned from printed media or downloaded from the Internet are not acceptable.

Please supply each illustration both as an **electronic file** *and* in **hard copy** form (the latter should be a good-quality printout). The Supplier may also embed low resolution copies of the illustrations in the main document to give an indication of size and positioning. If the Supplier does this, please supply a separate text-only document, indicating within it the position of each illustration.

Figures, pictures etc provided as electronic files must be identified with a file name that matches the number given to the figure, picture etc in the report e.g. Fig04.04.tif or Fig12.01.wmf. Printouts must be labelled with the corresponding electronic filenames. Note that all illustrations – drawings, graphs, photographs etc – must be identified as figures.

Please check whether the Customer intends to produce the publication in mono (black print only), two-colour (black plus one other colour) or four-colour (full colour). Do not generate multi-coloured diagrams or line figures if the publication is to be printed only in mono or two-colour, since different colours can be indistinguishable when printed in monochrome.

If the publication is to include many illustrations, you can help reduce the risk of problems by submitting some samples to the Customer's Contract Manager for assessment *before* you complete the final draft. If the Supplier has any queries about illustrations, contact the Customer's Contract Manager.

Formats

Electronic files must be virus-checked and supplied preferably via a drop-box, or on PC formatted DVDs or CDs. Do not zip the files.

The following formats are acceptable:

- for photographs (black-and-white or colour) – **tif** is preferred; **jpeg** is acceptable
- for line artwork – **wmf**.

The Supplier must inform the Customer's Contract Manager *before* final draft stage if it is intended to supply an illustration in any format other than tif, jpeg or wmf. Please wait for written approval before including any such illustration in the final draft.

The Customer cannot accept CAD files, so please export any CAD file as a wmf.

Where graphs or tables are used, all source data files must be supplied at the initial stage.

Photographs

The resolution (image quality) of **electronic files of photographs must be a minimum of 300 dpi** – files at lower resolutions cannot be accepted.

Please save photo files at about the size they will be used in the publication (maximum 157 mm/6¼ in wide, 250 mm/9¾ in deep). Whether traditional or digital, photographs must be sharp, clear and with a good colour and tonal balance. If the camera prints the date on the picture, compose the picture so that the date does not intrude on the main image area.

Line artwork

Where possible, line artwork (graphs, diagrams, drawings etc) must be drawn or redrawn to a standard style for the publication. Rules (lines) must be no thinner than 0.5 pt when reduced to their final size on the page. Labelling of artwork must be no less than 6 pt. after the figure has been reduced to its final size.

Maps must have accurate, legible scales and keys. Check that any colours, shading, symbols and labelling are clear and easily distinguished when reduced to fit on the page.

Logos

Use of the Supplier's logos must be limited to the title page of the report. When subsequently published, this may be omitted at the discretion of the Customer.

Spelling

UK spelling must be used throughout (not American).

Use of acronyms

Acronyms must be used sparingly. The reader may not be familiar with the acronym used, therefore all references to acronyms must be written in full when they first occur, with the acronym following in brackets e.g. Ministry of Housing, Communities and Local Government (MHCLG). Acronyms must be spelled out in the Executive

Summary (where provided) and again on the first occasion of their use in the main body of the report.

A glossary, including acronyms, may also be useful.

Executive summary/abstract

An executive summary/abstract must normally be provided at the start of the report. It must give a brief and factual survey of what is contained in the report itself with the material summarised in the same order. It must give readers enough information to assess the importance of the material and its relevance to them.

Table of contents

This must be on a separate page listing the contents chronologically by page number. The titles of each section must make it informative and must match the chapter/section headings. Two levels within the Table of Contents are normally sufficient; no more than three should be given.

Reference to Third Parties

If reference is made to third parties who have contributed to the work (e.g. contributors at workshops, interviewees etc) their permission must be obtained if they are named in the report. It is generally preferred that individuals are not named or quoted in person. In some cases it will also be necessary to obtain the approval of organisations, companies and professional bodies for their views and opinions to be given in a report.

Acknowledgements

Acknowledgements will normally come after the title page and must include the chair and members of any research project steering group, project funders and other contributors. Authors should note that the Customer reserves the right to adapt acknowledgement pages (or extract acknowledgements from elsewhere in the report) to conform to the house style for the opening pages of the Customer's reports.

Data Protection

The Supplier is responsible for checking that the provisions of the Data Protection Act 1998 are met.

Copyright Approval

Authors and the research Supplier are responsible for obtaining written permission to use other organizations' or individuals' copyright material (text or illustrations) in the publication. This includes material published on the Internet. Be sure to include appropriate credits or acknowledgements for such material. Make sure that co-authors, collaborators and contributors also obtain copyright clearance for their portions of the document.

Appropriate credits should be placed adjacent to the respective matter in the text

Please ensure that the copyright permission that is obtained will cover the intended use of the material, including where appropriate multiple print runs and publication on other media e.g. CD, Internet.

ANNEX B

Supplier Proposal

REDACTED

ANNEX C – RATE CARD

Rates will remain firm for the duration of the Contract and any extension. Rates are based on an 8 hour working day and are inclusive of expenses and exclusive of VAT

REDACTED

Contract Terms

Contract Terms v6.0