

## **Order Schedule 20 (Order Specification)**

This Schedule sets out the characteristics of the Deliverables that the Supplier will be required to make to the Buyers under this Order Contract

## **Specification**

### **Parental Conflict Challenge Fund: Delivery Partner**

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# 1. Introduction

## Background

- 1.1. The evidence review *‘What works to enhance inter-parental relationships and improve outcomes for children’* (March 2016<sup>1</sup>) demonstrated children who are exposed to frequent, intense and poorly resolved parental conflict are at significant risk of experiencing poorer long term outcomes.
- 1.2. In 2019-20, 12% (almost 1 in 8) children whose parents were living together, were exposed to potentially damaging levels of parental conflict, a figure that has remained constant since 2017-18. In the same period around half of children in separated families did not see their non-resident parent frequently, which is indicative of a poor-quality relationship between their parents and a higher likelihood of experiencing problems sustaining effective child maintenance arrangements. Evidence shows that children tend to have better health, emotional wellbeing and higher academic attainment if they grow up with parents (whether together or separated) who have a good relationship and are able to manage conflict well.
- 1.3. Poor outcomes for children are damaging and costly, not only for individuals (children and parents) but also for the state as extra support is needed through health care, education, social and employment services to mitigate these problems. Therefore, supporting the inter-parental relationship early in a child’s life has the potential to reduce cumulative costs across childhood, adolescence, and adulthood.
- 1.4. The Buyer ran a previous challenge fund from 2018 to 2021 (CF1), which funded activities in 2019 and 2020 to:
  - build the evidence base to inform future policy and practice
  - support greater numbers of disadvantaged families at risk of parental conflict and
  - increase the awareness of and engagement with Reducing Parental Conflict (RPC) work
- 1.5. The Buyer is committing up to £33 million over 2022-25, with up to £11 million in 2022/3, to build on the progress of the RPC programme (RPC Programme) so far and enable local areas to train greater numbers of their workforces to address conflict in families locally

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<sup>1</sup><http://www.eif.org.uk/publication/what-works-to-enhance-inter-parental-relationships-and-improve-outcomes-for-children-3/>

1.6. The following programme objectives have been identified to ensure that parents, regardless of their post-code, are able to access meaningful, evidence-based relationship support

- 100% of Upper-tier local authorities (LAs)<sup>2</sup> in England have engagement with RPC.
- 95% of Upper-tier LAs in England are offering support for parents in their area.
- 75% of Upper-tier LAs in England are providing a specific pathway of support for parental conflict.
- 75% of Upper-tier LAs in England collect data on parental conflict in their area
- 80% of LAs provide a specific offer at moderate level
- 75% of LAs provide a specific offer at specialist level
- RPC is in the strategic plans (Early help) of 75% of LAs

### **The Challenge Fund: Aims and Objectives**

1.7. The overall aim of the next phase of the RPC Programme is to support local areas to embed support in their services and to tailor this to meet the needs of the full range of families in their areas. The challenge fund that this Order Contract relates to (the Challenge Fund) will support these aims, through:

- Identifying the different needs of a diverse range of families
- Developing approaches and tools that will work to engage and support these families
- Testing digital approaches to maximise reach

1.8. The key objective of the Challenge Fund will be to build upon the evidence from Phase 1 of the RPC Programme (including CF1) to produce products or resources which can be utilised by local areas to support a greater number of disadvantaged families at risk of parental conflict, including through universal digital support offers.

1.9. The RPC Programme is seeking a Supplier to provide the expertise and capability to make sure that the available funding is used to generate as much quality evidence as possible from genuinely innovative Initiatives. An “Initiative” is an initiative that is funded or proposed to be funded (as the context requires) via the Challenge Fund.

1.10. The right Supplier will offer well-established, wide-reaching networks with the organisations that the Challenge Fund seeks to reach. They will have the capability to effectively market the opportunity to apply for funding in such a way that enables a wide range of potential applicants to the Challenge Fund (Potential Applicants) to apply. The supplier will exhibit the skills and

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<sup>2</sup> In this Specification, Upper-tier local authority (LA) means county council, unitary authority, London borough or metropolitan borough

capacity to effectively monitor, support, and gather quality evidence from a variety of Initiatives (with the approximate volumes detailed at paragraph 1.21 (Volumes)) concentrating on the following areas of focus.

### Areas of Focus

- 1.11. The Challenge Fund will focus on engaging with voluntary and community sector organisations (VCSOs) at both local and national level with a view to:
- Develop evidence on how to engage and support a diverse range of disadvantaged families and produce products which can be used by LAs that can be rolled out across England.
  - Test digital approaches to providing parental conflict support.
- 1.12. Approaches could include learning on how to improve support to better meet the needs of disadvantaged parents through, for example: improving the integration/join-up of local services; developing effective partnership working between local services and community organisations; establishing which approaches work best to engage diverse groups and what support helps them to reduce parental conflict. This could take various forms and include the creation of tools or products to use with diverse families for use by local authorities or their partners. It could also include targeted interventions for families.
- 1.13. Any Initiative may include a digital element, but any focussed solely on creating a digital offer must focus on creating a universal support offer for disadvantaged parents to access independently, in supporting them to reduce conflict.
- 1.14. Applicants to the Challenge Fund (Applicants) must set out the evidence that demonstrates the need for their proposals. They must further demonstrate how their Initiatives address these needs and broaden the evidence on what works to reduce parental conflict. To ensure we support the strongest bids we do not wish to be overly prescriptive about target groups or specify the type of innovation. The Initiatives which receive funding will undertake a period of testing and record the learning and evidence gathered from this. The evidence could be qualitative and/or quantitative.
- 1.15. In demonstrating how their Initiatives broaden the evidence on what works to reduce parental conflict and develop effective support, it is anticipated that Applicants would refer to the learning from CF1 in their grant applications. For example, it is anticipated that any digital elements would refer to learning from the digital initiatives in CF1. Grant applications that do not expressly reference the CF1 learning ought still to be assessed, but it is anticipated that those that do are likely to be stronger in demonstrating how their Initiatives will meet the objectives of this Challenge Fund.

- 1.16. The RPC Programme aims to attract grant applications from Applicants that have the skills and capability to deliver the work for which they are seeking funding. We would ask Applicants to demonstrate how they would work in partnership (e.g. a VCSO with a local authority) to bring in the necessary skills and experience as appropriate.
- 1.17. The Buyer may make changes to the requirements set out in paragraphs 1.11 to 1.16 from time to time by written notice to the Supplier and the Supplier shall ensure that the Eligibility Criteria or other elements of or documentation relating to the application process (as appropriate) conform to such changes.

### **Scope**

- 1.18. Applicants for the Challenge Fund must be based in England and must be focussed on supporting families in England.
- 1.19. Applications that include any digital element will be required to focus on an English audience although this support will be available to families living outside England.
- 1.20. Aside from the restrictions outlined at para 2.7 there are no limitations to what phase of development the potential Initiative is at. The Challenge Fund could be used for Initiatives:
- being set up from scratch providing they can be fully set-up, delivered and evidence provided, within the specified timescales;
  - which have been developed but not yet implemented;
  - in development but require funding to be completed or require investment to scale up.

### **Volumes**

- 1.21. To maximise innovation the RPC Programme does not have a specific number of Initiatives in mind but does not anticipate funding more than around 10 Initiatives. The RPC Programme does not have an expectation on maximum funding allocation per Initiative but will not fund Initiatives which require less than £150k in funding. These volumes are indicative only and the amount allocated to each area of focus may change once applications are received.
- 1.22. The RPC Programme will allow for sufficient flexibility to increase the value of the fund to allow for additional bidding rounds for further grant funded Initiatives where:

- additional funding becomes available over the entire RPC Programme;
- where new learning on what works to reduce parental conflict emerges; or
- we become aware of new methods of engaging and maintaining parental engagement.

### **Learning approach - Grant Recipient Responsibilities**

- 1.23. In return for the receipt of the funding from the RPC Programme, recipients of grant funding via the Challenge Fund (Recipients) must agree to gather learning against the defined criteria and share with the Buyer, via the Supplier, on a Quarterly basis, via a report (Quarterly Initiative Learning Report). Along with updates on learning, each Quarterly Initiative Learning Report must contain updates on progress against milestones, outcomes and evidence. The report structure and further instructions on content will be agreed between the Buyer and the Supplier. In this Specification “**Quarters**” are consecutive periods of 3 months, the first Quarter starting with the month in which the Initiatives start (project ‘go live’ date) and “**Quarterly**” will be interpreted accordingly. Learning outputs will be made available and in the public domain to allow other parties to learn from these Initiatives through peer-to-peer knowledge sharing. Learning will also help inform future digital policy for reducing parental conflict.
- 1.24. To support Recipients to develop their learning approach the Buyer will hold an information session to support Recipients at the start of their Initiatives to develop high level research questions and learning themes, as well as suggesting potential learning approaches and tools. If an Initiative looks to be of particular interest to the Buyer, further analytical input in the form of light touch case study work may be undertaken internally. During the delivery period the Buyer will host a peer-to-peer learning event to allow a critical review of the Initiatives, to allow sharing of ideas, learning approaches and emerging findings where appropriate.
- 1.25. At the end of the Initiative, each Recipient must produce a Final Initiative Learning Report (as set out in Annex E) on the evidence and learning gathered throughout the Initiative’s duration. Recipients will be required to have produced the Final Initiative Learning Report by 29 November 2024: (see Annex E to this Specification for detail of what must be included in final reports).
- 1.26. Each Recipient will be required to demonstrate to the Supplier that it is reaching its milestones in order to receive payments, as the payments will be paid in arrears, at milestones set out in the grant agreement entered into

between the Buyer and the Recipients (Grant Agreement) (see paragraphs 3.67 to 3.77).

- 1.27. If an Initiative persistently fails to meet milestones or to deliver its agreed outcomes, the Buyer may cease the provision of funding to the Initiative, in accordance with the relevant Grant Agreement.

## **2 Scope of Services**

- 2.1 The Supplier will reach and engage the target audience: local authorities and partners, digital organisations, the private sector and the third sector (including charities, VCSOs and social enterprises) including organisations providing relationship support services to families or training/advice to frontline practitioners working with families.
- 2.2 The Challenge Fund must be marketed and designed to make it possible for small and medium sized enterprises to apply for funding, as well as organisations with large scale operations who are likely to have more experience in writing bids.
- 2.3 The Supplier and Recipients will be required to act at all times in accordance with the Cabinet Office Grants Standards.<sup>3</sup>
- 2.4 The Supplier will ensure funding generates as much learning as possible by :
- accessing and marketing the opportunity effectively to wide-reaching networks including the organisations the Programme seeks to reach, and
  - effectively overseeing monitoring, supporting and gathering quality evidence from all Initiatives granted across the identified areas.
- 2.5 In brief, the Supplier will be required to:
- Create an Implementation Plan;
  - Develop eligibility criteria (Eligibility Criteria) and assessment criteria (Assessment Criteria) based upon the criteria set out in Annex B to this Specification;
  - Communicate and market the Challenge Fund;
  - Develop an online presence, including a list of FAQs and an online application process;
  - Establish a dedicated phone line, email address and postal address;
  - Respond to queries from Potential Applicants;
  - Run an application process and lead on the assessment of applications, including suitable due diligence checks on Applicants;

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<sup>3</sup> <https://www.gov.uk/government/publications/grants-standards>



- Present recommended Initiatives to the Buyer;
- Communicate the outcomes of the assessment process to Applicants;
- Support successful Applicants to set up Initiatives and learning approach;
- Respond to queries from Recipients throughout the live-running of the Challenge Fund (from Start of Initiatives through to Closure of the Challenge Fund as detailed at 2.10 Milestones);
- Monitor the Initiatives and collect evidence from Recipients on an ongoing basis;
- Ensure that Recipients are paid on time by providing payment recommendations to the Buyer;
- Report on progress and the evidence collected from the Initiatives on a Quarterly basis throughout the live-running of the Challenge Fund;
- Prepare a Final Challenge Fund Learning Report (see further below) with analysis of the evidence collected by the Initiatives. This will be published on Gov.UK, so must meet this quality standard. The Recipient must work with the Supplier to agree the final structure and content of the Report
- Prepare a Final Challenge Fund Supplier Experience Report (see further below) for internal Buyer use only;
- Provide Transparency Report information as set out in Annex D (Transparency Report);
- Identify Applicants who can demonstrate how they will test and learn against the requirements (as outlined in paragraphs 1.11 to 1.16: the Buyer will work with the Supplier to define more detailed requirements prior to launching the grant competition), implement/act on the lessons from the Buyer's user research and their own learning, respond to user needs, feedback and findings from ongoing Buyer user research in iteratively, by making relevant tailoring/adjustment to online support throughout the grant period;

2.6 The Buyer will:

- Provide assistance in developing Eligibility Criteria and Assessment Criteria;
- Sign off and approve the Eligibility Criteria and Assessment Criteria;
- Sign off and approve the marketing material and marketing strategy;
- Review and sign off the draft offer letters offering grants to successful Applicants (Offer Letters) and Grant Agreements as tailored to reflect the details of the Initiative receiving funding;
- Convene an internal governance board to discuss and make final decisions on grants;

- Be responsible for paying Recipients in accordance with the Grant Agreements; and
- Review evidence findings and feed this into the wider learning from the RPC Programme as appropriate.

2.7 The Buyer will not be investing in:

- Building any software digitally;
- Publicising / promoting a web site to reduce parental conflict;
- Developing a media campaign to educate parents on reducing parental conflict; and

2.8 A high level overview of the activity described in this Specification and the relationship between the Buyer and Supplier is attached at Annex F. A more detailed overview of the grant award process is visualised in a “Process Flow”, which is attached at Annex G.

#### Funding

2.9 The approximate value of the Challenge Fund which will be available to award to Initiatives is £3.6m.

#### Milestones

2.10 The key milestones and associated dates are listed in the table below:

<b>Challenge Fund Delivery Timescales</b>	
<b>*The dates in this table may be updated by the Buyer per the footnotes in the draft Implementation Plan set out in Annex 1 to Order Schedule 13</b>	
Order Start Date (earliest date)	17 November 2022
Start Up Meeting	Within 5 Working Days of the Order Start Date and no later than 24 November 2022
Further draft Implementation Plan to be provided to the Buyer in accordance with Order Schedule 13	Within 5 Working Days of the Start Up Meeting and no later than 1 December 2022
Grant Recommendation Pack (as set out in paragraph 3.38) issued to the Buyer	30 March 2023

Start of Initiatives (project 'go live' date)	5 June 2023
Supplier to provide Quarterly Performance Monitoring and Learning Reports (as set out in Annex D) to the Buyer	Within [10] Working Days following the end of the Quarter to which it relates  (Recipients to have provided Quarterly learning reports within [5] Working Days following the end of the relevant Quarter)
End of Initiative delivery period	29 November 2024
Supplier to provide first draft of Final Challenge Fund Learning Report provided to Buyer for comment	7 February 2025  (Recipients to have provided Final Quarter Learning reports by 3 January 2025)
Supplier to provide second draft of Final Challenge Fund Learning Report provided to the Buyer for comment	28 February 2025
Supplier to provide final version of Final Challenge Fund Learning Report provided to the Buyer for (if needed)	28 March 2025
Final grant payment requests received from Supplier	15 April 2025
Final versions of Final Challenge Fund Learning Report and Final Challenge Fund Supplier Experience Report provided to the Buyer	30 March 2025
Challenge Fund Closes	31 March 2025
All invoicing activity complete	30 April 2025

### Contract Payments to the Supplier

- 2.11 Payments will be made to the Supplier in line with the Order Form, DPS Order Schedule 5 (Pricing Details) and Order Special Schedule 1. Payments will be split as follows:

- **Fixed Costs:** To be invoiced following Delivery. The fixed cost Deliverables as detailed in paragraph 3 of this Specification are as follows:
  - Set up (as detailed at paragraphs 3.1 to 3.18 including Communications and Marketing as detailed at paragraph 3.11).
  - Closure (as detailed at paragraphs 3.83 to 3.88).
- **Time Charges:** To be set against Service Levels listed in DPS Order Schedule 14 (Service Levels) and will be based upon the Service Period being reported on as validated by the production of Supporting Documentation (as defined below) detailing the number of days to produce the monthly Charges. The services subject to time charges as detailed within this Specification are as follows:
  - Grant Application and Assessment Process (as detailed at paragraphs 3.19 to 3.56).
  - Grant and Programme Administration, Monitoring and Reporting (as detailed at paragraphs 3.57 to 3.80).

“Supporting Documentation” means records of hours properly worked by Supplier Staff (as defined in DPS Joint Schedule 1 (Definitions)) (in the form of timesheets) and expenses incurred (including appropriate receipts and invoices)

For the avoidance of doubt the pricing proposal variable cost scenario shall be based on a variable volume assumption. In the unlikely event volumes exceed the anticipated levels, time charges shall be paid in respect of those excess volumes. This shall be monitored on a monthly basis as part of performance reporting.

### 3 Deliverables

#### Set-Up

##### Planning and Implementation

- 3.1 A draft Implementation Plan and supporting written justification must be submitted as part of the Order Tender (as defined in DPS Joint Schedule 1 (Definitions)). As a minimum, this must include:
- Key activities, resources and dates for implementation activity;
  - How the Supplier will carry out each of the activities detailed under this section; and,
  - How the Supplier will ensure that the Buyer is involved at the points where the Order Contract specifies.
- 3.2 The Supplier and Buyer will meet to conduct a Start Up Meeting, at which point, the Buyer may, subject to the content of the Draft Implementation Plan, request that the Supplier clarifies or adds more detail in some aspects of the plan. It is expected Buyer comments could be to request further detail about how the Supplier would update and work collaboratively with the Buyer through the Order Contract Period.

- 3.3 Within five Working Days of the Start Up Meeting, the Supplier must submit a further draft Implementation Plan to the Buyer for approval. This will comprise the draft Implementation Plan with any additional information added as agreed as per paragraph 3.2.
- 3.4 The Implementation Plan must conform to the key milestones in the table in paragraph 2.10 and detailed within Order Schedule 13.
- 3.5 Before proceeding with any of the actions detailed in the Implementation Plan, the Supplier must obtain the Buyer's sign off of the Implementation Plan.
- 3.6 From the Order Start Date to the start of the Initiatives (project 'go live' date), the Supplier must report on progress against the Implementation Plan on a fortnightly basis. These updates must briefly summarise the progress in line with the Implementation Plan and provide an explanation for any deviations from the timescales outlined in the Implementation Plan.

#### Eligibility Criteria

- 3.7 The Supplier must design a set of Eligibility Criteria to help a Potential Applicant check that they are eligible to apply for funding, and to determine whether their proposed Initiative meets the criteria for funding via the Challenge Fund. The Eligibility Criteria should be based on the broad criteria that the Buyer has set out in Annex B to this Specification. The Buyer may make changes to the broad criteria in Annex B from time to time by written notice to the Supplier and the Supplier shall ensure that the Eligibility Criteria conform to such changes.
- 3.8 The Eligibility Criteria must be agreed and signed off by the Buyer prior to external publication.

#### Assessment Criteria

- 3.9 The Supplier must design a set of Assessment Criteria based on the areas of focus and the broad criteria that the Buyer has set out in Annex B to this Specification. The Assessment Criteria will be used to sift and assess the applications to the Challenge Fund. The Buyer may make changes to the broad criteria in Annex B from time to time by written notice to the Supplier and the Supplier shall ensure that the Assessment Criteria conform to such changes.
- 3.10 Assessment Criteria must be agreed and signed off by the Buyer prior to external publication.

#### Communications and Marketing

- 3.11 The Supplier must provide a communication and marketing function, which is to communicate the launch of the Challenge Fund to Potential Applicants for funding. The Supplier must:

- Develop a communications and marketing strategy which sets out how the Supplier will perform this communication and marketing function;
  - Develop communications and marketing products that:
    - Clearly express the aim to receive innovative ideas and proposals, and which encourage a testing and learning approach for proposed Initiatives; and
    - Ensure that the Challenge Fund aims and the need to gather new evidence are clearly articulated.
  - Identify and target relevant audiences and Potential Applicants for the Challenge Fund;
  - Promote the Challenge Fund to Potential Applicants using all appropriate channels;
  - Work collaboratively with the Buyer on any post-launch publicity and promotion (this work could include, for example, a scenario where a Recipient requested that their Initiative be publicised) for the remainder of the Order Contract Period; and
  - Obtain final approval on the communication and marketing strategy and products from the Buyer before launching any campaigns.
- 3.12 The Supplier must have begun marketing and promotion of the Challenge Fund for a minimum of two (2) weeks before the Challenge Fund is opened to Potential Applicants.
- 3.13 The promotion of the Challenge Fund must be designed to maximise the number of applications which meet the Eligibility Criteria, in order to minimise the likelihood of needing to run a contingency campaign.

#### Online Presence

- 3.14 The Supplier must provide an accessible online presence through which potential Applicants are able to access the Eligibility Criteria, Assessment Criteria, relevant marketing material produced under paragraph 3.11, and Applicant support material produced under paragraph 3.17. The online presence must be available twenty-four (24) hours a day.
- 3.15 The online presence must also enable Applicants to submit their Challenge Fund applications to the Supplier. The online application process must be constructed in such a way as to enable organisations of variable size to apply (it will be important that smaller organisations who do not have access to bid writing expertise are not prohibited from applying).
- 3.16 The Buyer anticipates that the majority of applications will be made online, but the Supplier must also provide the option for Applicants to apply by post.

#### Applicant Support – Set-Up

- 3.17 The Supplier must provide an “Applicant Support Function” which will provide assistance, advice and information to those seeking to apply for the Challenge Fund. Further detail is set out under paragraph 3.19 to 3.25. This section describes the materials needed for the set-up of this service.
- 3.18 As part of the provision of this service, the Supplier must, immediately upon the launch of the Challenge Fund, provide:
- A fully accessible enquiry service with dedicated email, telephone and postal addresses through which Applicants may make enquiries or complaints; and,
  - A list of ‘frequently asked questions’ (FAQs) to help Potential Applicants with typical questions that they may have prior to submitting their applications.

### **Grant Application and Assessment Process**

#### Applicant Support

- 3.19 For the duration between the beginning of the marketing of the Challenge Fund and the selection of successful Initiatives, the Supplier must offer an Applicant Support Function.
- 3.20 The Supplier must furnish prompt and professional advice to Applicants and Potential Applicants to the Challenge Fund, including all aspects of the Challenge Fund. Enquiries may be made via email, telephone or post as per paragraph 3.18.
- 3.21 Except where the Supplier is not able to respond to an Applicant's enquiry without the Buyer's input, the Supplier must provide a full response to an Applicant's inquiry within one (1) Working Day. Where a Supplier is not able to provide a full response to an Applicant's enquiry without the Buyer's input:
- within one (1) Working Day, the Supplier must both acknowledge the Applicant's enquiry and forward the Applicant's enquiry to the Buyer with an explanation of what input is required from the Buyer;
  - within one (1) Working Day of the Applicant's enquiry being forwarded as described above, the Buyer will respond to the Supplier;
  - within one (1) Working Day of the Buyer's response, the Supplier must provide a full response to the Applicant's Enquiry.
- 3.22 The Applicant Support Function must not extend to any activity which could be in any way construed as writing or contributing to an application for funding on behalf of an Applicant to the Challenge Fund.
- 3.23 The Applicant Support Function must also include a complaints procedure which should be accessible via email, telephone or post as per paragraph 3.18.

- 3.24 The Supplier must acknowledge a complaint within one (1) Working Day of receipt, which shall include a timeline for resolution of the complaint (which must be within ten (10) Working Days of receipt, unless the Supplier reasonably demonstrates why this process will take longer). The complaint must then be resolved within that timeline for resolution and in any event within ten (10) Working Days of receipt of the complaint (unless the Supplier has reasonably demonstrated why this process will take longer).
- 3.25 The Supplier must provide the Buyer with full information of all complaints received and the timeline for resolution of the complaint within two (2) Working Days of receipt of the complaint.

#### Application Assessment

- 3.26 The Supplier must run an application process for Applicants to the Challenge Fund. The application process will be marketed as per paragraph 3.11, and applications must be accepted either online or via post.
- 3.27 The application process must be at least four weeks to allow sufficient time for Applicants to develop and submit quality applications.
- 3.28 The Supplier must manage the receipt of all applications during the application process. This includes confirming to Applicants that the applications have been received and forwarding all applications to the Buyer.
- 3.29 The Supplier must be able to demonstrate the capacity and capability to manage low to high application volume fluctuations.
- 3.30 The Supplier must undertake suitable due diligence checks on Applicants to determine their suitability for participation in the Challenge Fund, including evaluating the risks of fraud, following requirements and guidance within Government Functional Standard GovS 015: Grants<sup>4</sup> and Grants Standard 7: Risk, Controls and Assurance<sup>5</sup>
- 3.31 The Supplier will be responsible for ensuring that there are no conflicts of interest between the Supplier and / or the members of the Supplier's team and the Potential Applicant/ Applicant. The concept of a conflict of interest includes any situation where relevant personnel members of the Supplier have, directly or indirectly, a financial, economic or other personal interest which might be perceived to compromise their impartiality and independence in the context of the application process.
- 3.32 The Supplier must notify the Buyer of any actual or potential conflict of interest that may be relevant to the application process as soon as reasonably practicable after it becomes aware of such a conflict. Failure to declare such conflicts and/or failure to address such conflicts to the reasonable satisfaction of the Buyer may result in the Applicant and/or members of the Supplier's team being excluded from further participation.
- 3.33 The Supplier must ensure that, in the event that any member of the Supplier's team is also involved or potentially involved in an application,

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<sup>4</sup> [Government Functional Standard - GovS 0015: Grants \(publishing.service.gov.uk\)](https://publishing.service.gov.uk/government/functional-standards/govs-0015-grants)

<sup>5</sup> [2022-20-11-Grants-Standard-SEVEN-v2.3.pdf \(publishing.service.gov.uk\)](https://publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/444444/2022-20-11-Grants-Standard-SEVEN-v2.3.pdf)



appropriate arrangements are put in place to mitigate the risk of distortion to the fairness of the application process and/or of collusion between Potential Applicants/ Applicants. In the event that the Buyer considers that adequate arrangements have not been put in place, the Buyer reserves the right to exclude any affected Potential Applicants/ Applicants from further participation in the application process, particularly if it considers the integrity of the Challenge Fund is compromised by a conflict of interest.

### Assessment of Applications

- 3.34 On an ongoing basis throughout the application process, the Supplier must, upon receipt of applications, sift the applications against the Eligibility Criteria referenced in paragraph 3.7.
- 3.35 For each of the applications which fail to meet the Eligibility Criteria, the Supplier must produce a short, high-level written summary of the Initiative, and description of why the application failed to meet the Eligibility Criteria. This must be presented to the Buyer alongside the Grant Recommendation Pack referenced in paragraph 3.38.
- 3.36 The Supplier must convene and run a grant assessment panel (the Grant Assessment Panel), to which it must present the applications which have met the Eligibility Criteria. The Grant Assessment Panel will assess and score the applications against the Assessment Criteria developed under paragraph 3.9. The Applicants will be required to provide detail of any possible risks associated with their proposed Initiative. In addition, the Grant Assessment Panel must identify any other possible risks to either the Buyer or the delivery of the Initiative. The Grant Assessment Panel will not make a final decision on which Initiatives to fund. This decision will be made via the Buyer's governance process as described in paragraphs 3.44 to 3.51.
- 3.37 The Grant Assessment Panel must include at least one representative from the Buyer. The role of the representatives will be to consider potential risks to the Buyer from funding the Initiatives, and to provide subject matter expertise in order to determine which proposed Initiatives have the potential to yield useful evidence to the Buyer.
- 3.38 After the conclusion of the scoring, the Supplier must inform the Buyer of any local authority bids which will be recommended by the Supplier to receive a Grant Agreement.
- 3.39 After the conclusion of the Grant Assessment Panel's scoring process, The Supplier must produce and issue a Grant Recommendation Pack to the Buyer. The Grant Recommendation Pack must include:
- A ranked list of recommendations to the Buyer proposing which Initiatives should proceed and supporting summary;
  - A draft Offer Letter and Grant Agreement for each recommended Grant (an example of a Grant Agreement and an Offer Letter are included at Annex A);

- A draft unsuccessful letter (Unsuccessful Letter) for each application that is not being recommended (an example Unsuccessful Letter is included at Annex A); and
  - Comprehensive detail of all risks (and any possible mitigations) of the recommended Initiatives that have been identified by the Grant Assessment Panel.
- 3.40 The Grant Recommendation Pack must be issued to the Buyer within ten days of the Grant Assessment Panel.
- 3.41 Prior to issuing the Grant Recommendation Pack to the Buyer, the Supplier must have populated the Offer Letter and the Grant Agreement to reflect the detail from the application, including (but not limited to) the Initiative's milestones, payment profile, supporting evidence and reporting requirements. The Supplier must also have populated the Unsuccessful Letter with feedback.
- 3.42 It is important that the Grant Assessment Panel has sufficient knowledge to determine which applications have the potential to yield useful evidence to the Buyer. To this end, the Grant Assessment Panel must include representation from subject matter experts, in addition to representatives (as appropriate) to the Buyer as described in paragraph 3.37. The Buyer may require specific relevant experts to join the Grant Assessment Panel.
- 3.43 The period for assessment of applications must allow sufficient time for the Grant Assessment Panel to assess and score the applications, balanced with the need for the application process to be open to Applicants for a minimum of four (4) weeks (see para 3.27), the need to promote the opportunity to apply for funding for a minimum of two (2) weeks (see para 3.12), and the requirement to present the Grant Recommendation Pack to the Buyer within ten days of the Grant Assessment Panel.

#### Buyer Governance and Grant Agreements – Buyer and Supplier Responsibilities

- 3.44 The Supplier must ensure that all matters within its reasonable control in connection with the assessment process are carried out in accordance with these terms and in a lawful, transparent and fair manner.<sup>6</sup>
- 3.45 The Buyer must make a decision on which of the Initiatives recommended by the Grant Assessment Panel to fund. In order to make a decision, the Buyer will carry out governance procedures as detailed below.
- 3.46 After the Grant Assessment Panel referenced in paragraph 3.42 has selected the successful applications, the Buyer will convene a programme

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<sup>6</sup> For the avoidance of doubt, nothing in this Specification requires the Supplier to carry out consideration of the lawfulness of the grant due to the applicability of subsidy control law. The Buyer will carry out its own assessment as appropriate and any award of a grant will be conditional upon the Buyer being satisfied that it will be in accordance with subsidy control law

board for governance. The Supplier is required to present the successful applications to the programme board, to enable the programme board to gain an understanding of the Initiatives to be awarded funding. Without prejudice to the Supplier's responsibilities, the programme board will also be asked to provide assurance to the Buyer that the assessment process has been carried out in accordance with these terms and in a lawful, transparent and fair manner. The award of any grant will be conditional on the Buyer being satisfied:

3.46.1 that the assessment process has been carried out in accordance with these terms and in a lawful, transparent and fair manner; and

3.46.2 that the Buyer may lawfully make such award.

Subject to these conditions, the Buyer will fund the highest ranked applications, up until the point where the £3.6 million funding is exhausted.

- 3.47 In parallel with the activity detailed at 3.43, the Buyer will quality review the draft Offer Letters, Unsuccessful Letters and Grant Agreements provided in the Grant Recommendation Pack and feedback any required amendments. The Supplier must action these amendments within five (5) Working Days unless otherwise specified by the Buyer. In addition, the Supplier must respond to any queries the Buyer may have concerning the information in the Grant Recommendation Pack.
- 3.48 Once quality reviewed and approved by the Buyer, the final Grant Agreements and Offer Letters and Unsuccessful Letters must be signed off by the Buyer's Senior Responsible Owner (SRO).
- 3.49 After sign-off as per paragraph 3.46, the Buyer will return the signed Grant Agreements, Offer Letters and Unsuccessful Letters to the Supplier, who must distribute these to the respective Applicants or Recipients (for signature where appropriate) within one (1) Working Day of receipt. The Supplier must require that the signed Grant Agreement is returned by the successful Recipients to the Supplier within five (5) Working Days.
- 3.50 It is anticipated that this process will be completed in enough time for Initiatives to begin from 1 June 2023 (if applicable).
- 3.51 Before an Initiative commences, the Supplier must have obtained the signature of the Recipient on a Grant Agreement and returned this to the Buyer before grant payments can be put in place

#### Contingency Application Process

- 3.52 The Buyer may also require the Supplier to run a consecutive contingency application process, in the event that the first application process does not elicit a sufficient number of applications, obtain a satisfactory breadth of evidence, or the recommended applications do not achieve sign off from the Buyer's governance process. If a further application process is necessary, the requirements in paragraphs 3.7 to 3.49 will re-apply.
- 3.53 If a contingency Application Process is required, this would be subject to the Variation Procedure.

### Communication of Outcomes

- 3.54 After the conclusion of the processes described in paragraphs 3.44 and 3.45 the Supplier must notify all Applicants to the Challenge Fund of whether their application was successful or unsuccessful.
- 3.55 The Supplier must provide written feedback to unsuccessful Applicants regarding their score, and performance against each of the Assessment Criteria.
- 3.56 In the notification to successful Applicants, the Supplier must provide written feedback regarding their score, and performance against each of the Assessment Criteria.

### **Grant and Programme Administration, Monitoring and Reporting (Live Running Activity)**

- 3.57 Following signature by the Buyer and the Recipient of the Grant Agreement, the Recipients will begin delivering their Initiatives. During this live-running period, the Supplier will be responsible for using its expertise to effectively monitor and support the Initiatives to provide evidence, and reporting to the Buyer at monthly intervals. This section describes the activity that the Supplier must conduct during the live-running period.

### Initiative Set-Up

- 3.58 At the commencement of each Initiative, the Supplier must ensure that the Initiative is set up in order to meet the terms of each Recipient's Grant Agreement and that Recipients are able to regularly report quality evidence and learning that they have collected, and their progress in meeting agreed outcomes (as per Annex C).
- 3.59 The Supplier must ensure that each Recipient produces a plan to enable the smooth closure of transfer of the funded activities under the relevant Initiative to the Buyer or a successor of the Recipient (an Exit Plan) for a circumstance in which the Initiative is failing to deliver the agreed outcomes as set out in the Grant Agreement, and the Buyer ceases funding the Initiative.
- 3.60 The Exit Plan must include how each element of the Initiative will be brought to a close in the circumstances described in paragraph 1.25, including how the Recipient will cease operations, and manage the loss of service (if applicable) to any recipients of the service. The Supplier must ensure that the Recipient produces the Exit Plan within one month of the commencement of the Grant Agreement. The Supplier must ensure that the Exit Plan includes the elements described in this paragraph.
- 3.61 If the scenarios described in paragraph 1.26 occur, the Supplier must invoke the Exit Plan. Prior to doing so, the Supplier must obtain the written consent of the Buyer.

### Recipient Support

- 3.62 The Supplier must deliver a “Recipient Support Function” which is to provide support and offer advice to Recipients receiving payment from the Challenge Fund. The Supplier must provide this service from the date the outcomes of the assessment process are communicated to Applicants to the date by which each Recipient is to provide a Final Initiative Learning Report.
- 3.63 The Supplier must act as a single point of contact and must offer a support service (covering online, telephone, and postal enquiries), which provides professional advice to Initiatives around any concerns that the Recipients are experiencing during the period of their Grant Agreement.
- 3.64 All enquiries received must be fully responded to within five (5) Working Days. If the Supplier is unable to respond to the enquiry independently, the Supplier must forward the enquiry to the Buyer within one (1) Working Day. In this event, the Buyer will provide a response to the Supplier within five (5) Working Days. The Supplier must then respond to the Recipient within one (1) Working Day from the date that the Buyer responds.
- 3.65 The Recipient Support Function is to be provided on request only, and the Supplier is not required to proactively offer advice and support to Recipients beyond making them aware that the Recipient Support Function is available. The Recipient Support Function must include, but is not limited to, advising Recipients on:
- Risk management, including mitigation;
  - The terms of the Grant Agreement;
  - How to gather learning and evidence and evaluate outcomes; and,
  - Report writing and the presentation of evidence and lessons learned through both successful and unsuccessful testing.
- 3.66 The Recipient Support Function must not involve the completion of any of the Initiative’s tasks or delivery on behalf of the Recipient.

#### Initiative Monitoring and Evidence Collection

- 3.67 The Supplier must, on a Quarterly basis throughout the duration of each Initiative, take a proportionate approach to collecting robust evidence and lessons learned from the Initiatives. This must include information detailing the evidence of what is working well, for whom and in what circumstances, what isn’t working well against the learning outcomes included within the Grant Agreement, and sufficient contextual information to enable understanding of what impact that had on successes and failures. The evidence collected each Quarter will be presented to the Buyer as per paragraph 3.79 and Annex E.
- 3.68 At the end of the Initiative, the Recipient is required to produce a Final Initiative Learning Report on the evidence and learning (including numerical data if available) gathered throughout the Initiative’s duration (see Annex E to this Specification for the content of final reports). The Recipient will be

required to have produced the Final Initiative Learning Report within a month of the end of the Initiative. The Supplier must provide the Final Initiative Learning Reports to the Buyer within one Working Day of receipt.

- 3.69 The Supplier must also monitor the progress of the Initiatives against the deadlines, outcomes and financial profile as set out in their Grant Agreements. The Supplier must create a proportionate monitoring regime which is designed to meet the associated requirements within the Specification.

#### Ongoing Payments to Initiatives

- 3.70 The Grant Agreement will stipulate milestones upon which the payments will be made to the Initiatives. When a milestone is achieved, the Initiative must provide supporting evidence to the Supplier as appropriate (this could include milestone plan outputs, for example, but will vary per Initiative).
- 3.71 Payments will be made in arrears, subject to the Supplier validating the supporting evidence provided under paragraph 3.67. No up-front payments will be permitted.
- 3.72 If the Supplier is content with the supporting evidence, the Supplier must prepare a written recommendation that a payment be made, withheld, or clawed back, including a brief justification, and present this to the Buyer for consideration. The Supplier must provide the recommendation to the Buyer no later than five Working Days after receiving evidence from the Recipient that milestone had been met.
- 3.73 The Buyer will scrutinise the recommendation and, if necessary, question and challenge the recommendation. Reasons for challenge could include, for example, concerns about:
- Whether the recommendation is in accordance with the Grant Agreement; or
  - The accuracy of the accompanying evidence.
- 3.74 Providing there is no challenge, or that challenges have been satisfactorily resolved, the Buyer will make the payment to the Recipient by the deadline recommended by the Supplier, which should be in line with the Grant Agreement.
- 3.75 Should a Recipient fail to achieve a payment milestone in line with the Grant Agreement, then payment to the Initiative shall be withheld by the Buyer until the milestone is achieved.
- 3.76 If the Supplier becomes aware that a Recipient has presented false evidence in order to meet a milestone, and that a payment has been made to the Recipient as a result of this false evidence, the Supplier must inform the Buyer, and claw back the funding paid to the Recipient, in line with the Grant Agreement.
- 3.77 In the case of any problems being experienced by a Recipient in receiving payment, the Supplier must act as a single point of contact for the Recipient to raise the issue. The Supplier must communicate these issues to the Buyer

within one Working Day of receiving notification of the issue from the Recipient. The Buyer will resolve the issue accordingly.

#### Reporting

- 3.78 The Supplier must provide a 'single point of contact' (SPOC), who must be available to the Buyer during business hours throughout the duration of the Order Contract to deal with queries relating to the Challenge Fund.
- 3.79 The Supplier is required to produce a Performance Monitoring and Learning Report on a Quarterly basis, which must include information as set out in Annex C to this Specification. The Supplier must attend a Performance Review Meeting on a monthly basis via telephone conference call. The meeting will discuss the Performance Monitoring and Learning Report and the Supplier's performance against the Service Levels and Service Credits detailed at DPS Order Schedule 14.
- 3.80 The Performance Monitoring and Learning Report must be provided to the Buyer two days prior to the Performance Review meeting.

#### Freedom of Information

- 3.81 In the event of a Freedom of Information request made under the Freedom of Information Act 2000 being issued directly to the Supplier, the Supplier must, as soon as practicable and in any event within two (2) Working Days of receipt, send the request on to the Buyer, who will respond to the request. Where the Buyer requires information from the Supplier in order to respond to such a request, the Supplier will provide the information no later than five (5) Working Days after receiving the request for information by the Buyer. The Buyer will inform the Supplier when the information request is for the purposes of responding to a Freedom of Information request.

#### Transparency Reports

- 3.82 For a full list of the Transparency Report information required by the Buyer, see the table in Annex D.

#### **Challenge Fund Closure**

##### Final Challenge Fund Learning Report and Final Challenge Fund Supplier Experience Report

- 3.83 The Supplier must provide a written report on the outcomes and evidence produced by the Initiatives over their lifetime (Final Challenge Fund Learning Report), as well as a written report on the Supplier's experiences from running the Challenge Fund (Final Challenge Fund Supplier Experience Report).
- 3.84 The Final Challenge Fund Learning Report must include a summarised account of all of the Final Initiative Learning Reports provided by the individual Initiatives section off by key areas of focus, as well as the Supplier's own records on the evidence produced by the Initiatives. The Final Challenge Fund Learning Report must analyse the Final Initiative Learning Reports, providing commentary on what worked, and

recommendations for Initiatives which could be scaled up. The Supplier must signal areas of particular importance or interest to the Buyer.

- 3.85 The Final Challenge Fund Supplier Experience Report shall address the Supplier's overall experience of setting up and managing the Challenge Fund, including the positives and negatives of running such a fund as a method of gathering evidence.
- 3.86 The Supplier must present an initial draft Final Challenge Fund Learning Report to the Buyer no later than the fifth Working Day of the final month in the seventh Quarter. The Supplier must take into account any comment from the Buyer and provide a second draft Final Challenge Fund Learning Report to the Buyer no later than the final Working Day of the seventh Quarter. The Supplier must take into account any final comments from the Buyer and provide a Final Challenge Fund Learning Report for approval of the Buyer no later than the final Working Day of the first month of the eight Quarter.
- 3.87 The Supplier must present an initial draft Final Challenge Fund Supplier Experience Report to the Buyer no later than the final Working Day of the seventh Quarter. The Supplier must take into account any comments from the Buyer and provide a Final Challenge Fund Supplier Experience Report for approval of the Buyer no later than the final Working Day of the first month of the eight Quarter
- 3.88 A list of content that the Final Challenge Fund Learning Report and Final Challenge Fund Supplier Experience Report must each include, together with information on Supplier obligations prior to preparation of its first/initial draft in each case is set out in Annex E.

#### **4 Performance Management**

- 4.1 Overall performance will be subject to performance standards and monitored and managed through Service Levels. This will support the implementation and management of Service Credits. See Annex H for the Service Levels and Service Credits.



### **Annex A: Grant Agreement, Offer Letter and Unsuccessful Letter**

1. Grants will be made in accordance with Grant Agreements. An example Grant Agreement is attached below. Also attached is an example of an Offer Letter and Unsuccessful Letter.
2. These templates are examples from a previous project and are provided by way of example only and shall be subject to further amendment by the Buyer to bring them up to date (amongst other things). The documents will be tailored depending on the type of Initiative receiving funding.
3. Both the Buyer and Supplier will need to complete elements of the Grant Agreements. For the avoidance of doubt, the Supplier will only be required to tailor the highlighted areas.



## **Annex B: Broad Criteria for Use in Enabling the Supplier to Develop Eligibility Criteria and Assessment Criteria**

### **Introduction**

1. The Eligibility Criteria and Assessment Criteria are different sets of criteria, for different purposes.
2. The Eligibility Criteria must enable a Potential Applicant to ascertain whether their proposed Initiative will meet the criteria for receiving funding. The Eligibility Criteria will be used to perform an initial sift of grant applications upon receipt of the applications by the Supplier.
3. The Assessment Criteria must enable the scoring and ranking of the grant applications which have met the Eligibility Criteria and passed through the sifting process.
4. The sections below set out broad criteria to enable the Supplier to develop a full set of Eligibility Criteria and Assessment Criteria.

### **Grant Application Eligibility Criteria**

5. The Eligibility Criteria should consist of 'knock-out' stipulations which would rule Applicants out, even if in other aspects the application had merit.
6. Accordingly, the Buyer expects the Eligibility Criteria to consist of at least the following (this list is non-exhaustive):
  - The proposed Initiative must relate to at least one of the key areas of focus outlined in paragraph 1.11. The proposed Initiative must be able to meet the relevant timescales in the Specification.
  - The Initiative must be able to gather learning for the Buyer (via the Supplier)
  - The Initiative must not require less than £150k in funding
  - Proposed Initiatives must be operating and supporting disadvantaged families who live in England. Purely digital proposals, whilst available universally, must be focussed on supporting disadvantaged families who live in England.
7. The Supplier may wish to add to this list of criteria, if it deems that other such stipulations will aid Potential Applicants to ascertain whether their proposed Initiative is eligible to receive Challenge Fund funding.

### **Grant Application Assessment Criteria**

8. For the application process, the Supplier must design questions which require each Applicant to provide detailed information on the proposed Initiatives to allow the Grant Assessment Panel to score and rank their applications.
9. The Assessment Criteria must be designed to enable the scoring and ranking of the applications by the quality of information they have provided.
10. The Assessment Criteria must also clearly demonstrate to Applicants how their applications will be assessed.
11. At minimum, the questions must be designed to elicit the information as set out in paragraphs 12 to 15 below.

#### Due diligence and fraud risk

12. In addition, the application process (including the Eligibility Criteria and Assessment Criteria as appropriate) must be designed to elicit information that will allow the Supplier to undertake suitable due diligence and fraud risk assessment, in accordance with Government Functional Standard GovS 015: Grants and Grants Standard 7: Risk, Controls and Assurance (see para 3.30).

#### Required Assessment Information:

##### **13. Strategic Outline:**

- An outline of the innovation that will be delivered, tested and evaluated.
- The evidence that underpins bid applications, the evidence gaps identified and how proposals will reduce parental conflict.
- Detail of how the proposal meets the objective of the Challenge Fund to build upon the evidence from Phase 1 of the RPC Programme (including CF1) to produce products or resources which can be utilised by local areas to support a greater number of disadvantaged families at risk of parental conflict, including through universal digital support offers.
- The alignment of the proposal to at least one of the broad areas of focus.
- The context, scope, and rationale for the proposal.
- What innovative approaches the Applicant intends to use.
- That the activity will be able to demonstrate substantial reach for sufficient quality learning to be gathered.
- What learning proposals expect to gather, how they will capture the learning (including their approach to measurement of outcomes, where appropriate) and how they will ensure the quality and robustness of learning gathered.

- How they will engage families and/or Frontline Practitioners in developing their proposal to understand the needs of families.
- Whether this is seen as a finite Initiative or whether there are plans to seek further funding sources to continue delivery beyond the life of the Challenge Fund or if there is capacity for self-sustainability beyond the life of the Challenge Fund.
- Specification of the total amount of funding requested and of the time period the funding is requested for.
- The expected start and end dates for the Initiative.
- Any additional other sources of funding that have been applied for.
- Any strategic and delivery level risks identified and what mitigations have been identified for these.
- Detail of how Applicants will work in partnership to bring in the necessary expertise to deliver the proposal.
- An assessment on the feasibility of the Applicant's stated projected impact and reach, in relation to the initiative.
- Where the grant funded innovation would seek to work directly with families to outline:
  - why the at risk group they have chosen should be a priority
  - how Applicants would identify those families
  - what group of families are of most interest locally and why
  - how they will seek to gather learning on their suggested innovation against its proposed delivery model and expected outcomes, and how they will ensure the quality of that learning.
- Learning themes must be appropriate to the Initiative, but some themes that the Buyer would seek to encourage Recipients to consider, where relevant, include:
  - Partnership working
  - Who has benefitted from funding and in what ways
  - Critical success factors identified
  - What went well / what could have gone better and general lessons learned
  - How funding changed support available for supporting parental conflict
- Where relevant to the Initiative, the Buyer would seek to encourage Applicants to use the existing "Screening Questionnaire" at Annex I pre and post support as well as existing Department for Education measures on children's outcomes:
  - School attendance
  - Academic progress
  - Behaviour, wellbeing or mental health measure (e.g. Strengths and Difficulties Questionnaire (SDQ) (a measure used to assess children's mental health) or equivalent)
  - Social care involvement – duration, change in status of case, re-referral

## 14. Delivery Model

- An overview of the proposed delivery model – including what will be delivered, where and how it will be delivered and by whom.
- The amount of people resource needed to deliver the Initiative.
- The expected outcomes of the Initiative and how progress against these will be monitored and reported against meeting the specific requirements.
- The approach that will be adopted to gather the learning and assess key successes and failures of the Initiative.
- Details on where and how the Initiative will add to the wider evidence base.
- What internal expertise they have to deliver the proposal and, where this does not already exist, which partner organisations they will seek to work with to bring in the expertise needed.

## 15. Delivery Plans

- Detail on how the Initiative will be delivered, including the delivery route, whether there is an internal or external delivery partner (and if so, who they are), and the components of the programme they will be expected to deliver, and the delivery timeline including key milestones and any known governance milestones.
  - Information on the geographical areas the Initiative is expecting to deliver in, including whether delivery premises will be required.
  - How possible contamination issues with other work has been considered/impacted.
  - The key identified risks to the Initiative and the proposed mitigations. Including issues related to delivery, commercial, legal, finance and data sharing. Legal issues include, but are not limited to, consideration of any issues arising under the Equality Act 2010.
  - Explanation of how it can be proven that the Initiative is continuing to deliver successfully, and if it isn't, what the proposed early exit strategy would be.
- **Financial Information**
  - Expected costs for the Initiative (including VAT where appropriate) and the financial years within which the costs will fall including the total cost and detail of the breakdown of this cost over the financial periods 2023/24 and 2024/25.
  - Summary of how the financial figures have been calculated and derived, including any key financial risks and mitigations.
  - Information on the funding timeline, including how and over what periods the Initiative would apply for release of the funding.

## **Annex C: Additional Requirements to Performance Monitoring and Learning Report**

### Introduction

1. Every Quarter, the Supplier must provide a written Performance Monitoring and Learning Report to the Buyer.
2. In addition to the information required under the terms of the Order Contract, the Supplier is required to include, at minimum, the additional information specified below. The list is non exhaustive, and the Supplier is encouraged to provide additional information if it deems it to be helpful for the Buyer to be aware of.

### Initiative Updates

3. For new Initiatives, the Supplier must supply information on:
  - Progress on activities on implementation planning and set-up phases (if applicable);
  - Details of Initiative launch and a brief narrative on the success of the launch; and,
  - A written narrative on any lessons learned or evidence gathered during that period.
4. For existing Initiatives, the Supplier must supply information on:
  - A written narrative on any new evidence emerging from all aspects of the Initiatives and their delivery;
  - A progress report against the Initiative's outcomes and milestones set out in the Grant Agreement;
  - Detail of any remedial activity being taken where outcomes have not been achieved;
  - A description of which aspects of the Initiatives are performing well and an explanation as to why;
  - A description of which aspects of the Initiatives are not performing and an explanation as to why;
  - A list of any risks materialising and proposed mitigations;
  - A summary of the Initiatives' actual financial spend against profiles;
  - A running list of grant payments made and those still due to be paid in the future; and,
  - Where appropriate, recommendations on potential invocation of an Exit Plan.
5. When presenting the evidence collected from the Initiatives that month, the Supplier must include information detailing the evidence of what is working, for whom, and in what circumstances, what isn't working well, and sufficient contextual information to enable understanding of what impact that had on successes and failures.

Supplier Update

6. The Supplier must also provide information which updates the Buyer on its activity in administrating the Challenge Fund. This must, at minimum, include:
  - Details of the Supplier's progress in achieving milestones to deadlines;
  - Emerging Supplier risks and/or issues with the management of aspects the Challenge Fund in general; and
  - In a scenario where a milestone will not be met, rationale for this occurrence, and a description of planned remedial action.

## Annex D:– Transparency Report Information

Contractor Information Required	Frequency or Date Required by
Number of Applicant Support queries received	Weekly during the period from the date the Supplier opens the application process to the date the Supplier has communicated the outcomes of the assessment process to all Applicants (both dates inclusive) (the “Application and Assessment MI Period”)
Number of Applicant Support queries addressed	Weekly during the Application and Assessment MI Period
Number of Applicant Support queries forwarded to the Buyer for response	Weekly during the Application and Assessment MI Period
Number of applications received	Weekly during the Application and Assessment MI Period
Running total of value of eligible Applications	Weekly during the Application and Assessment MI Period
Number of ineligible applications received	Weekly during the Application and Assessment MI Period
Number of Recipient Support queries received	2 Working Days prior to each Performance Meeting
Number of Recipient Support queries addressed	2 Working Days prior to each Performance Meeting
Number of Recipient Support queries forwarded to the Buyer for response	2 Working Days prior to each Performance Meeting



## **Annex E: Content of Final Initiative Learning Reports, Supplier's Final Challenge Fund Learning Report and Final Challenge Fund Supplier Experience Report**

### Final Initiative Learning Reports:

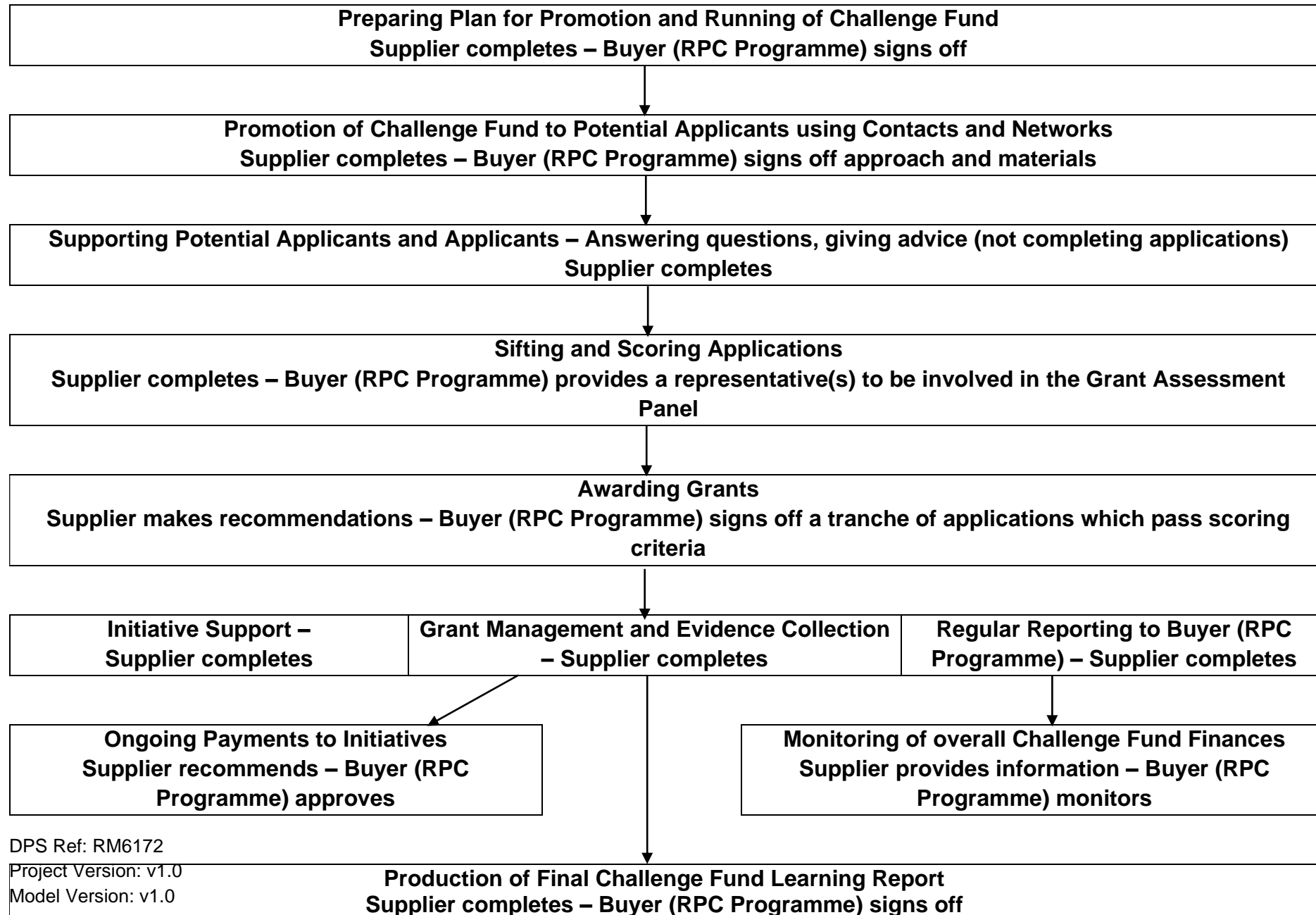
1. The Supplier must ensure that each Recipient provides a Final Initiative Learning Report on the learning and evidence from the Initiative.
2. As a minimum, the Final Initiative Learning Reports must include:
  - A description of the Initiative (including the Initiative's approach, rationale, and method of evidence gathering);
  - An outline of the Initiative's successes against the agreed outcomes;
  - A comprehensive description of all of the evidence and learning gathered by the Initiative about what worked for whom, and what did not work (if applicable);
  - Any remedial activity which had to be taken where outcomes were not being achieved and what resulted from it;
  - Which aspects of the Initiative succeeded and why;
  - Which aspects of the Initiative did not go well and why;
  - Risks which materialised during the life of the Initiative and how they were mitigated/resolved;
  - Volumes of users of the Initiative's service (if applicable);
  - Total cost of the Initiative and a financial breakdown of spend; and
  - Where appropriate, recommendations for further future testing, trialling or scaling up.

### Supplier's Final Challenge Fund Learning Report and Final Challenge Fund Supplier Experience Report

3. The Supplier must produce a written Final Challenge Fund Learning Report on the Final Initiative Learning Reports, the Supplier's own records of the evidence produced by the Initiatives, and separately, a report on the Supplier's experience of setting up and managing the Challenge Fund (Final Challenge Fund Supplier Experience Report).
4. The Supplier will provide a proposal of the structure and subject matter of the Final Challenge Fund Learning Report prior to the Supplier commencing its preparation of that report, giving the Buyer reasonable notice and opportunity to review its proposal. The Supplier will comply with any modifications requested by the Buyer in relation to the proposal in its preparation of the Final Challenge Fund Learning Report. However, in its discussion of the learning and evidence produced by the Initiatives, the Final Challenge Fund Learning Report must include:

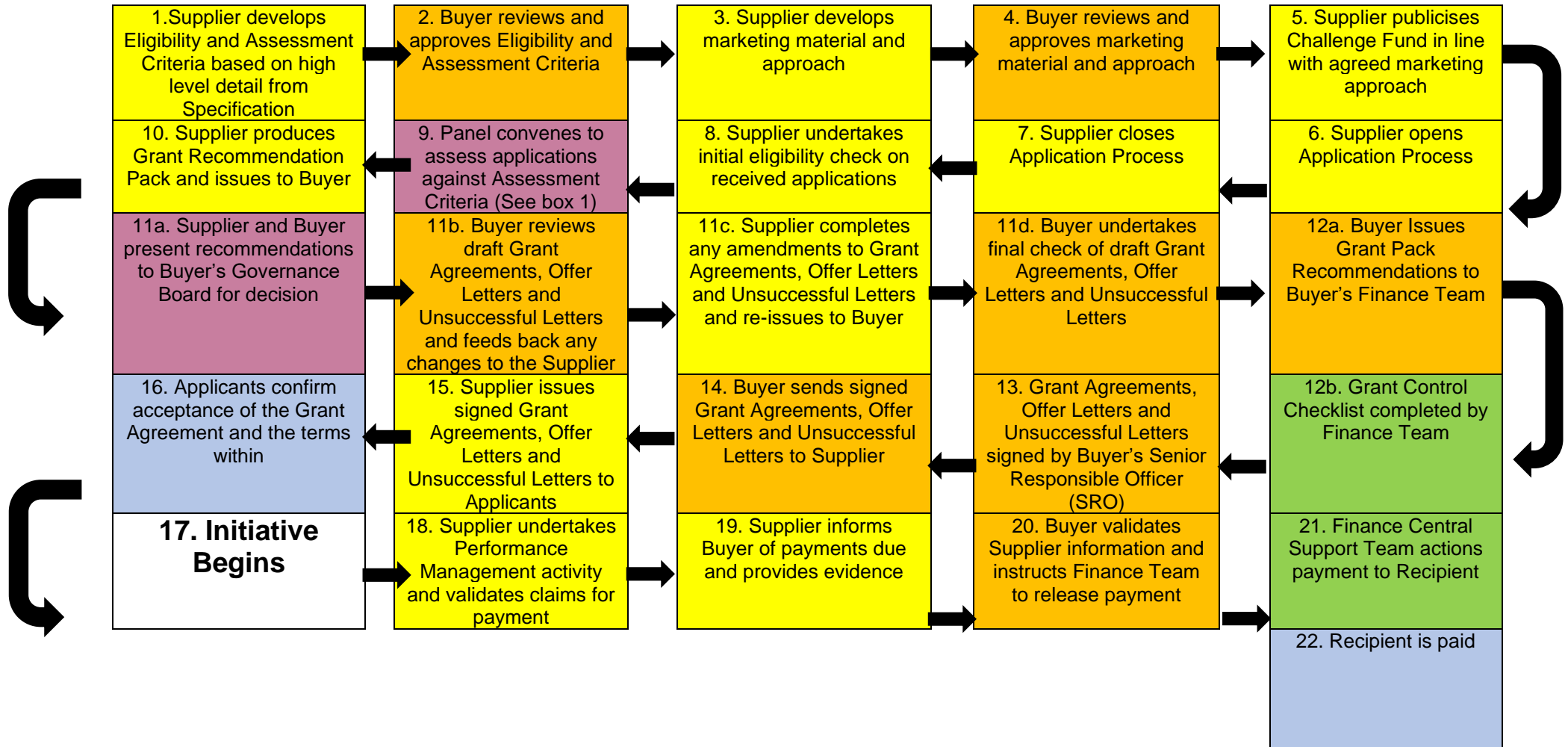
- A description of each Initiative (including the Initiative's approach, rationale, and approaches to gathering learning including an assessment of their robustness);
  - A comprehensive description of the successes and failures of each Initiative;
  - Learning and key themes identified within the Challenge Fund's two key areas of focus;
  - Recommendations on any Initiatives which could merit further investment, or which the Supplier considers has potential to be scaled up on a nationwide basis; and,
  - A financial summary of how the totality of the Challenge Fund money was spent, with commentary about the value for money aspects of each expenditure.
5. The Supplier will provide a proposal of the structure and subject matter of the Final Challenge Fund Supplier Experience Report prior to the Supplier commencing its preparation of that report, giving the Buyer reasonable notice and opportunity to review its proposal. The Supplier will comply with any modifications requested by the Buyer in relation to the proposal in its preparation of the Final Challenge Fund Supplier Experience Report. However, in its discussion of the Supplier's experience in setting up and managing the Challenge Fund, the Final Challenge Fund Supplier Experience Report must include:
- An assessment of its approach to communicating and marketing the Challenge Fund, including detail of the networks used;
  - Detail of the type of enquiries raised by Potential Applicants, Applicants and Recipients;
  - Detail of the challenges faced in supporting Recipients and acquiring information from them, and the methods used to mitigate any challenges;
  - Detail of the Supplier's experience of working with and reporting to the Buyer, including recommendations for how the approach could be improved; and
  - Recommendations for the running of similar exercises in the future.

## Annex F: High-Level Relationship Overview



## Annex G: Challenge Fund Grant Award Process Flow

### Supplier Activity, Buyer Activity, Finance Team Activity, Supplier/Buyer Activity, Recipient Activity




**Annex H: Service Levels and Service Credits Table**


Service Levels				Service Credit for each Service Period
Service Level Performance Criterion	Key Indicator	Service Level Performance Measure	Service Level Threshold	
Relevant and timely support to Potential Applicants	Applicant Support Queries responded to within 1 Working Day of receipt/response from the Buyer	At least 97% at all times	50%	1% Service Credit repayable for each percentage under the Service Level Performance Measure
Relevant and timely support to Potential Applicants	Applicant Support queries requiring Buyer input forwarded to the Buyer within 1 Working Day of receipt	At least 97% at all times	50%	1% Service Credit repayable for each percentage under the Service Level Performance Measure
Accurate and timely Grant Management process	Application outcome and feedback issues to the Applicant within 1 Working Day of Buyer response	100% at all times	50%	1% Service Credit repayable for each percentage under the Service Level Performance Measure
Accurate and timely Grant Management process	Signed Grant Agreement issues to successful Applicants within 1 Working Day of receipt from Buyer	100% at all times	50%	2% Service Credit repayable for each percentage under the Service Level Performance Measure
Accurate and timely support to Recipients	Recipient Support queries responded to within 5 Working Days of receipt	At least 97% at all times	50%	0.5% Service Credit repayable for each percentage under the Service Level Performance Measure
Accurate and timely support to Recipients	Recipient Support queries requiring Buyer input forwarded to the Buyer within 1 Working Day of receipt	At least 97% at all times	50%	0.5% Service Credit repayable for each percentage under the Service Level Performance Measure
Accurate and timely Payment Validation	Provision of written payment recommendations to the Buyer within 5 Working Days of the Grant Agreement Milestone being due	100% at all times	60%	2% Service Credit repayable for each percentage under the Service Level Performance Measure
Accurate and timely reporting	Written Monthly Report issues to the Buyer 2 Working Days prior to monthly Performance Meeting	100% at all times	50%	1% Service Credit repayable for each percentage under the Service Level Performance Measure
Availability of online presence/Application Portal	Website/Application portal to be made available 24 hours a day (excluding planned maintenance)	100% at all times	70%	2% Service Credit repayable for each percentage under the Service Level Performance Measure


The Service Level and Service Credit table should be read in conjunction with the Order Form and DPS Order Schedule 14.


Should Supplier performance fall below the Service Level Threshold for any Service Level, then this would constitute a Critical Service Level Failure.

**Annex I: RPC Screening Questionnaires**

  
Expecting parents

  
Intact couples

  
Separated  
expecting parents

  
Separated parents