

Schedule 3

Financials

1. The DFE shall pay the Contractor the Charges in accordance with the Contract, subject to successful delivery of the Services against the KPIs or Service Levels set out in schedule 4. The Charges are inclusive of all expenses incurred by the Contractor in relation to its provision of the Services and unless agreed otherwise between the Contractor and the DFE, the Contractor shall not be entitled to claim any expenses in addition to the Charges.
2. The DFE may review the detailed costs set out in the Delivery Plan to ensure that the Contract is value for money.
3. Indexation shall not apply to the Charges.
4. The Contractor shall be entitled to invoice the Charges monthly in arrears following acceptance by the DFE of satisfactory completion of the Services and milestones as set out in the delivery milestones, outputs or outcomes (as set out in the tables below).

Table 1 – Profile of expenditure

5. Funds allocated to a particular expenditure heading in Table 1 are available for that expenditure heading only. Funds allocated to a particular accounting year are available for that accounting year only.

Table 2 – Cost matrix

For Tables 1 and 2 please refer to separate file as named below.

CARE LEAVER CONVENANT FINANCIAL PROFILE AND COST MATRIX V1.0

Schedule 4

Service KPIs, Service Levels and Service Credits

- 1 The objectives of the Service Levels are to:
 - 1.1 ensure that the Services are of a consistently high quality and meet the requirements of the DFE;
 - 1.2 provide a mechanism whereby the DFE can attain meaningful recognition of inconvenience and/or loss resulting from the Contractor's failure to deliver the Services; and
 - 1.3 incentivise the Contractor to meet the Service Levels and to remedy any failure to meet the Service Levels expeditiously.

KEY PERFORMANCE INDICATORS (KPIs) AND SERVICE LEVELS (SLs)

- 2 This schedule 4 sets out the KPIs and Service Levels against which the Contractor shall measure its performance.
- 3 The Contractor shall monitor its performance against of each of the KPIs and Service Levels in and send the DFE a report detailing the KPIs and Service Levels which were achieved in accordance with the provisions of this schedule 4.

PERFORMANCE STANDARDS/MEASURES

- 4 The Contractor must meet the Performance Measure for each identified KPI as set out in table 1 below within the agreed Service Period (defined Schedule 2 and within table 1)
- 5 If during a Service period the Contractor achieves a KPI/Service Level, no Service Credit ("reduction in total amount of charges payable to the Contractor") will accrue to the Contractor in respect of that KPI/Service Level
- 6 The Contractor confirms that it has taken Performance Measures and Service Credits into account in calculating the Charges. Both Parties agree that the Performance Measures and Service Credits are a reasonable method of adjusting the Charges to reflect poor Contractor performance.
- 7 The Contractor will be expected to meet/comply with all Service Levels as set out within table 2 below.

CONSEQUENCES OF FAILURE TO MEET KPIS

- 8 A failure to meet at least the required performance level will be considered a "Service Failure" in respect of the KPIs set out in Table 1 below
- 9 A failure to meet the required performance level for the other KPIs will not be considered a Service Failure in the context of paragraph 7 but expects to meet the required performance levels and will consider repeated failures as breaches of this contract
- 10 In addition to its rights under paragraph 7, if there are one or more Service Failures in **3 (three)** consecutive Service Periods/calendar months, will be entitled, as its sole discretion, to terminate this contract on 30 days written notice.

Table 1 KPIs

SCHEDULE 4

Objectives	Quarterly KPIs (Monitoring by monthly management information reports)							
	2017/18 Q4	2018/19 Q1	2018/19 Q2	2018/19 Q3	2018/19 Q4	2019/20 Q1	2019/20 Q2	2019/20 Q3
Engage 50 stakeholders		50 17/month engaged April-June						
Engagement of 500 transition care leavers	Engagement with 12 LAs 12 transitions teams engaged	Engagement with 58 LAs 6 transitions teams per week						
15 signatories recruited	5 orgs - 4 x PS 1 x VCS 5 x regional	10 orgs - 4 x PS 6 x VCS 4 x national 6 x regional						
Promote 45 Covenant offers	5 offers - 5 x emp	40 offers - 4 x ind living 8 x emp 18 x financial 6 x advice 5 x access						

SCHEDULE 4

		Quarterly KPIs (Monitoring by monthly management information reports)							
Objectives		2017/18 Q4	2018/19 Q1	2018/19 Q2	2018/19 Q3	2018/19 Q4	2019/20 Q1	2019/20 Q2	2019/20 Q3
		Care leavers - 25 engaged	Care leavers - 475 engaged 150 taking up offers 85% satisfaction						
Engage with 120 key stakeholder groups				Engage 10 key stakeholders per month	Engage 10 key stakeholders per month	Engage 10 key stakeholders per month	Engage 10 key stakeholders per month		
Engagement transition care leavers	500						Engagement with 32 LAs		
180 signatories recruited				30 orgs - 20 x PS 10 x VCS 6 x national 24 x regional	50 orgs - 34 x PS 16 x VCS 12 x national 38 x regional	50 orgs - 33 x PS 17 x VCS 11 x national 39 x regional	50 orgs - 33 x PS 17 x VCS 11 x national 39 x regional		
Promote 165 Covenant offers				30 offers - 2 x ind living 3 x emp 15 x financial	45 offers - 6 x ind living 5 x emp 18 x financial	45 offers - 6 x ind living 6 x emp 14 x financial	45 offers - 6 x ind living 6 x emp 18 x financial		

SCHEDULE 4

Quarterly KPIs (Monitoring by monthly management information reports)

Objectives	Quarterly KPIs (Monitoring by monthly management information reports)							
	2017/18 Q4	2018/19 Q1	2018/19 Q2	2018/19 Q3	2018/19 Q4	2019/20 Q1	2019/20 Q2	2019/20 Q3
Promote early successes			5 x advice 5 x access	8 x advice 8 x access	8 x advice 11 x access	9 x advice 6 x access		
			Care leavers 50 engaged 20 taking up offers 85% satisfaction	Care leavers 250 engaged 80 taking up offers 85% satisfaction	Care leavers 100 engaged 25 taking up offers 85% satisfaction	Care leavers 100 engaged 25 taking up offers 85% satisfaction		
				6 x case studies	6 x case studies			
...continued			13 x weekly good news mailshots	13 x weekly good news mailshots	13 x weekly good news mailshots			
				Guest speaker at 2 events	Guest speaker at 3 events			
				Contribution to two publicity activities	Contribution to one publicity activity			

SCHEDULE 4

Objectives	Quarterly KPIs (Monitoring by monthly management information reports)							
	2017/18 Q4	2018/19 Q1	2018/19 Q2	2018/19 Q3	2018/19 Q4	2019/20 Q1	2019/20 Q2	2019/20 Q3
				(press releases, events, briefings) 2 x regional promotional events for care leaving team managers	2 x regional promotional events for care leaving team managers			
				2,000 care leavers notified of early successes.	3,000 care leavers notified of early successes.			
To fill gaps in Covenant signatories and offers							5 orgs - 4 x PS 1 x VCS 1 x national 4 x regional	

SCHEDULE 4

Quarterly KPIs (Monitoring by monthly management information reports)

Objectives	Quarterly KPIs (Monitoring by monthly management information reports)							
	2017/18 Q4	2018/19 Q1	2018/19 Q2	2018/19 Q3	2018/19 Q4	2019/20 Q1	2019/20 Q2	2019/20 Q3
					5 offers - 2 x ind living 1 x emp 1 x financial 1 x access	5 offers - 1 x ind living 1 x emp 1 x financial 1 x advice		
					Care leavers -	Care leavers -		
					150 engaged 50 taking up offers 85% satisfaction	150 engaged 50 taking up offers 85% satisfaction		
Commission evaluation					Commission final evaluation			
Recruit 45 signatories							30 orgs - 20 x PS 10 x VCS 10 x national 20 x regional	15 orgs - 10 x PS 5 x VCS 5 x national 10 x regional
Generate 60 offers from						50 offers -	50 offers -	30 offers -

SCHEDULE 4

Objectives	Quarterly KPIs (Monitoring by monthly management information reports)							
	2017/18 Q4	2018/19 Q1	2018/19 Q2	2018/19 Q3	2018/19 Q4	2019/20 Q1	2019/20 Q2	2019/20 Q3
new signatories/ Generate 70 new offers from existing Covenant signatories						6 x ind living 7 x emp 10 x financial 15 x advice 12 x access	8 x ind living 7 x emp 15 x financial 10 x advice 10 x access	6 x ind living 6 x emp 5 x financial 5 x advice 8 x access
Engagement of 5,000 transition/care leavers							Engagement with 100 LA transitions teams	Engagement with 52 LA transitions teams
To fill gaps in Covenant signatories and offers						Care leavers - 2,000 engaged 125 taking up offers 85% satisfaction	Care leavers - 2,000 engaged 125 taking up offers 85% satisfaction	Care leavers - 1,000 engaged 50 taking up offers 85% satisfaction
							5 orgs - 4 x PS 1 x VCS	5 orgs - 4 x PS 1 x VCS

SCHEDULE 4

Objectives	Quarterly KPIs (Monitoring by monthly management information reports)							
	2017/18 Q4	2018/19 Q1	2018/19 Q2	2018/19 Q3	2018/19 Q4	2019/20 Q1	2019/20 Q2	2019/20 Q3
							1 x national 4 x regional	1 x national 4 x regional
							5 offers - 2 x ind living 1 x emp 1 x financial 1 x access	5 offers - 1 x ind living 1 x emp 1 x financial 1 x advice
							Care leavers - 150 engaged 50 taking up offers 85% satisfaction	Care leavers - 150 engaged 50 taking up offers 85% satisfaction
Close the contract and conclude with a smooth handover to the Department							8 x case studies prepared	2 x case studies prepared National Conference

Table 2 Service Levels

Service Level	Measure	Compliance
Reporting and Meetings	<p>Monthly reporting: submit management information on a monthly basis by the third Business Day of the month, including, as a minimum: names of organisations signing the Covenant and what they are offering; care leaver take-up and how many are benefitting from each authority; the trajectory of progress in relation to KPIs (e.g. projected numbers and sign up in month x and shortfall. In addition, DfE requires quarterly reports; participation in a joint programme steering group that will meet twice a year; possible attendance at a communications steering group either virtually or in person; facilitation of two meetings per year at the Contractor's headquarters; provision of ad-hoc information to meet DfE needs.</p>	100% - DfE monitoring
	Contractor meetings – as specified above	
	Development and operations meetings – as required. Telephone contact – weekly.	
Administration/ Communication	In delivering the Services offer a responsive and supportive service to participants and their facilitators.	
Finance	Ensure that invoices are submitted to DfE within 10 Business Days of the end of the relevant charging period/completion of the activity	
Commercial Management	Ensure that Change Control Notes are signed by both Parties prior to any additional work being undertaken (DfE or Contractor to ensure paperwork is issued in a timely fashion when change required).	
Complaints	Ensure that all administrative Personnel are aware of and abide by relevant complaints procedures.	
	Main management contact to report all complaints orally and in writing to DfE within 3 Business Days.	
Records	Ensure that all records are maintained and kept up to date throughout the Term. Records must be updated within 5 Business Days of a request being made or an event taking place (subject to system availability).	
Delivery	Supply appropriate equipment to support the delivery of the Services at any face to face events.	100%- Questionnaire records
	Suitability of venue: events take place in venues and facilities which are relevant to the day.	100%-Event questionnaire s
	Training shall take place in rooms which are suitable for the size of groups and set up in the style appropriate to the event	
Evaluation	Contribute to the evaluation of the effects of its delivery by reviewing Service User satisfaction, learning outcomes, improvements in schools/school systems, and the commissioning of impact studies.	

Schedule 5

Delivery Plan

1. The Contractor shall provide the Services in accordance with the Delivery Plan set out below.
2. The Delivery Plan shall be sufficiently detailed as is necessary to manage the Services and any proposed changes are subject to the Change Control Procedure.
3. The Contractor shall be responsible for implementing and managing the Services and for taking all such steps as may be necessary so as to ensure that from the Service Commencement Date the Contractor is able to provide the Services:
 - 3.1 in accordance with the provisions of the Contract; and
 - 3.2 in a manner that maintains the continuity of Services to the DFE.
4. The Contractor shall monitor its performance against the Delivery Plan and report to the DFE monthly (or more frequently if so required by the DFE) on its performance.

Year: 2017-2018 (contract January 2018 – March 2018) 1			
Objective (please list each objective)	Planned Activity (what activity will be undertaken to achieve the objective and how it will be done. You may refer to your answers to earlier questions)	KPI (KPIs should relate to the areas identified in the paragraph 5.12 of the specification) KPIs should be realistic but challenging	Milestone (e.g. number of signatories recruited)
Engage with 50 key stakeholder groups (LEPs, OnSide Network Patrons)	Attendance at Regional events, seminars, conferences and industry events Briefing and publication contributions,	17 engaged/month Jan - March	Standing order on the agenda of 15 LEP, 2 Articles/contributions in sector publications i.e; CITB, FE Week, CBI, etc. 25 Patrons,
Engagement of 500 transition/care leavers	Promotions to care leaving teams (11.02, 11.03 and 1.04)	Engagement with 70 local authorities Engagement with transitions teams - 6/week	Notification of, 500 care leavers of Covenant, through PA Referral 300 Care Leavers from PA to Spectra First Register 150 Covenant Privilege Cards
To recruit 15 signatories (i.e.	Regional awareness raising activities (10.01)	15 organisations signing the Covenant in which -	50 expressions of interest 30 businesses and

<p>confirmed offers, delivery means and due diligence checks and memorandum of understanding).</p> <p>To promote 45 Covenant offers.</p>	<p>Identifying 'warm' leads (10.02)</p> <p>Engaging businesses and organisations (10.03)</p>	<p>8 are private sector businesses and 7 are voluntary sector organisations 4 are national organisations 11 are regional/local organisations 4 housing and independent living offers 12 employment-related offers 18 financial offers (concessions and discounts) 6 advice and support offers 5 access to facilities offers 500 care leavers engaged 150 care leavers taking up offers 80% of offers accessed within their first month if used with their Home Allowance/Leaving Care Grant 85% of care leavers reporting satisfaction with the Covenant offers through our monitoring process</p>	<p>organisations at advanced stages in developing Covenant offers</p>
<p>Resources (what resources will be required e.g. staffing, publicity, T&S etc. to achieve each of the objective set out in year 1)</p> <p>Staffing - Director of Strategy and Operations, Head of Marketing and Communications, Research and policy Manager, Regional Managers (x4) Care Leavers' Forum Venue hire for promotional events and briefing Promotional materials - presentation, display, information brochures Travel and subsistence for travel across regions Performance management system and resources</p>			

Year				2
2018-2019 (contract April 2018 – March 2019)				
Objective (please list each objective)	Planned Activity (what activity will be undertaken to achieve the objective and how it will be done. You may refer to your answers to earlier questions)	KPI (KPIs should relate to the areas identified in the paragraph 5.12 of the specification) KPIs should be realistic but challenging	Milestone (e.g. number of signatories recruited)	
Engage with 120 key stakeholder groups (LEPs, OnSide Network Patrons, networks of industrial missions)	Attendance at Regional events, seminars, conferences and industry events Briefing and publication contributions,	Engagement with 10 key stakeholders per month	Standing order on the agenda of 15 LEP, 2 Articles/contributions in sector publications i.e; CITB, FE Week, CBI, etc. 25 Patrons,	
Engagement of 500 transition/care leavers	Promotions to care leaving teams (11.02, 11.03 and 1.04)	Engagement with 152 local authority transitions teams	Notification of 80% transition/care leavers informed of the Covenant Referral of 40% of transition/care to Spectra First i.e. to obtain Care Leaver Privilege status Care Leaver Privilege status confirmed - 10,000 Privilege Cards	
To recruit 180 signatories (i.e. confirmed offers, delivery means and due diligence checks and memorandum of understanding). To promote 165 Covenant offers.	Regional awareness raising activities (10.01) Identifying 'warm' leads (10.02) Engaging businesses and organisations (10.03) Promotions to care leaving teams (11.02, 11.03 and 1.04)	180 organisations signing the Covenant in which - 120 are private sector businesses and 60 are voluntary sector organisations 40 are national organisations 140 are regional/local organisations 20 housing and independent living offers	350 expressions of interest 50 businesses and organisations at advanced stages in developing Covenant offers	

	Promotions to care leavers	<p>20 employment-related offers</p> <p>65 financial offers (concessions and discounts)</p> <p>30 advice and support offers</p> <p>30 access to facilities offers</p> <p>500 care leavers engaged</p> <p>150 care leavers taking up offers</p> <p>80% of offers accessed within their first month if used with their Home Allowance/Leaving Care Grant</p> <p>85% of care leavers reporting satisfaction with the Covenant offers through our monitoring process</p>	
To promote early successes.	<p>Promotions to care leaving teams (11.02, 11.03 and 1.04)</p> <p>Promotions through case studies (12.02)</p> <p>Review performance management information and impact surveys</p> <p>Sharing information with the Department (11.05)</p> <p>Dissemination to care leavers</p> <p>Annual celebration and Awards</p>	<p>12 case studies</p> <p>Good news stories in the weekly mailshots of Covenant offers</p> <p>Guest speaker at 5 events</p> <p>Contribution to three publicity activities (press releases, events, briefings)</p> <p>7 x Regional promotional events for care leaving team managers (1 per region)</p> <p>5,000 care leavers notified of early successes.</p>	<p>75 good news stories identified</p> <p>Approaches to/from 10 stakeholders to speak at their events (not all invitations will be appropriate and not all approaches to stakeholders will be successful)</p>
To fill gaps in Covenant signatories and offers	<p>Monitor range and spread of Covenant signatories (12.01)</p> <p>Monitor take up and impact of Covenant offers (12.01,</p>	<p>10 organisations signing the Covenant in which -</p> <p>8 are private sector businesses and</p> <p>2 are voluntary sector</p>	<p>20 targeted approaches to prospective Covenant signatories</p> <p>15 organisations expressing interest in</p>

	12.03) Consultation with Care Leavers' Forum Identify and engage businesses to fill the gaps Covenant signatories (10.02, 10.03) Negotiate new offers (10.03) Promote new offers (11.02, 11.03, 11.04)	organisations 4 are national organisations 6 are regional/local organisations 3 housing and independent living offers 3 employment-related offers 2 financial offers (concessions and discounts) 1 advice and support offers 1 access to facilities offers 300 care leavers engaged 100 care leavers taking up offers 85% of care leavers reporting satisfaction with the Covenant offers through our monitoring process	signing the Covenant 25 offers under discussion
Commission final evaluation	Performance management information		ItT published Januar 2019 Bids received May 2019 Contract let June 2019
<p>Resources (what resources will be required e.g. staffing, publicity, T&S etc. to achieve each of the objective set out in year 1)</p> <p>Staffing - Director of Strategy and Operations, Head of Marketing and Communications, Research and policy Manager, Regional Managers (x4) Care Leavers' Forum Venue hire for promotional events and briefing Promotional materials - presentation, display, information brochures Travel and subsistence for travel across regions Performance management system and resources</p>			

Year			3
2018-2019 (contract April 2019 – January 2020)			
Objective (please list each objective)	Planned Activity (what activity will be undertaken to achieve the objective and how it will be done. You may refer to your answers to earlier questions)	KPI (KPIs should relate to the areas identified in the paragraph 5.12 of the specification) KPIs should be realistic but challenging	Milestone (e.g. number of signatories recruited)
<p>To recruit 45 signatories (i.e. confirmed offers, delivery means and due diligence checks and memorandum of understanding).</p> <p>Generate 60 offers from new Covenant signatories.</p> <p>Generate 70 new offers from existing Covenant signatories</p>	<p>Regional awareness raising activities (10.01)</p> <p>Engaging businesses and organisations (10.03)</p> <p>Promotions to care leaving teams (11.02, 11.03 and 1.04)</p> <p>Review performance management for declining take up of offers and opportunities for a refresh</p> <p>Development work with signatories</p>	<p>45 organisations signing the Covenant in which -</p> <p>30 are private sector businesses and</p> <p>15 are voluntary sector organisations</p> <p>15 are national organisations</p> <p>30 are regional/local organisations</p> <p>20 housing and independent living offers</p> <p>20 employment-related offers</p> <p>30 financial offers (concessions and discounts)</p> <p>30 advice and support offers</p> <p>30 access to facilities offers</p>	<p>7 awareness raising sessions delivered to businesses and organisations</p> <p>60 businesses and organisations at advanced stages in developing Covenant offers</p>
Engagement of 5,000 transition/care leavers	Promotions to care leaving teams (11.02, 11.03 and 1.04)	<p>Engagement with 152 local authority transitions teams</p> <p>5000 care leavers engaged</p> <p>300 care leavers taking up offers</p> <p>85% of care leavers reporting satisfaction with the Covenant offers through our monitoring process</p>	<p>Notification of 80% transition/care leavers informed of the Covenant</p> <p>Referral of 40% of transition/care to Spectra First i.e. to obtain Care Leaver Privilege status</p> <p>Care Leaver Privilege status confirmed - 5,000 Privilege Cards</p>
To fill gaps in	Monitor range and spread of	10 organisations signing the	20 targeted approaches to

Covenant signatories and offers	<p>Covenant signatories (12.01)</p> <p>Monitor take up and impact of Covenant offers (12.01, 12.03)</p> <p>Consultation with Care Leavers' Forum</p> <p>Identify and engage businesses to fill the gaps Covenant signatories (10.02, 10.03)</p> <p>Negotiate new offers (10.03)</p> <p>Promote new offers (11.02, 11.03, 11.04)</p>	<p>Covenant in which -</p> <p>8 are private sector businesses and</p> <p>2 are voluntary sector organisations</p> <p>4 are national organisations</p> <p>6 are regional/local organisations</p> <p>3 housing and independent living offers</p> <p>3 employment-related offers</p> <p>2 financial offers (concessions and discounts)</p> <p>1 advice and support offers</p> <p>1 access to facilities offers</p> <p>300 care leavers engaged</p> <p>100 care leavers taking up offers</p> <p>85% of care leavers reporting satisfaction with the Covenant offers through our monitoring process</p>	<p>prospective Covenant signatories</p> <p>15 organisations expressing interest in signing the Covenant</p> <p>25 offers under discussion</p>
To close the contract and conclude with a smooth handover to the Department	<p>Undertake final evaluation</p> <p>Prepare final reports (12.01, 12.03)</p> <p>To promote successes (11.05, 12.02)</p>	<p>10 case studies prepared</p> <p>National conference</p>	
<p>Resources</p> <p>(what resources will be required e.g. staffing, publicity, T&S etc. to achieve each of the objective set out in year 1)</p> <p>Staffing - Director of Strategy and Operations, Head of Marketing and Communications, Research and policy Manager, Regional Managers (x4)</p> <p>Care Leavers' Forum</p> <p>Venue hire for promotional events and briefing</p> <p>Promotional materials - presentation, display, information brochures</p> <p>Travel and subsistence for travel across regions</p> <p>Performance management system and resources</p>			

Schedule 6

Change Control Procedure

- 1 The Parties acknowledge that minor changes to the Contract may be necessary to reflect operational and administrative procedures during the Term and that such minor changes may be agreed in writing between the Parties' respective contract managers.
- 2 The Contractor shall use reasonable endeavours to incorporate minor changes requested by the DFE within the current Charges and shall not serve a Contractor Notice of Change unless the change involves a demonstrable material increase to its costs or requires a material change to the Contract.
- 3 Either Party may request a Variation provided that such Variation does not amount to a material change.
4. The DFE may request a Variation by completing the Change Control Note and giving the Contractor sufficient information to assess the extent of the Variation and consider whether any change to the Charges are required in order to implement the Variation within a reasonable time limit specified by the DFE. If the Contractor accepts the Variation it shall confirm it in writing within 21 days of receiving the Change Control Note.
5. If the Contractor is unable to accept the Variation or where the Parties are unable to agree a change to the Charges, the DFE may allow the Contractor to fulfil its obligations under the Contract without Variation or if the Parties cannot agree to the Variation the Dispute will be determined in accordance with clause 36.
6. If the Contractor wishes to introduce a change to the Contract it may request a Variation by serving the Change Control Note on DFE.
7. The DFE shall evaluate the Contractor's proposed Variation in good faith, taking into account all relevant issues.
8. The DFE shall confirm in writing within 21 days of receiving the Change Control Note if it accepts or rejects the Variation.
9. The DFE may at its absolute discretion reject any request for a Variation proposed by the Contractor.

Change Control Note

Contract Number		DFE Contract / Programme Manager
Contractor		Original Contract Value (£)
Contract Start Date		Contract Expiry Date

Variation Requested	
Originator of Variation (tick as appropriate)	DFE <input type="checkbox"/> Contractor <input type="checkbox"/>
Date	
Reason for Variation	
Summary of Variation (e.g. specification, finances, contract period)	
Date of Variation commencement	
Date of Variation expiry (if applicable)	
Total Value of Variation £ (if applicable)	
Payment Profile (if applicable) e.g. milestone payments	

Revised daily rate (if applicable)	
Impact on original contract (if applicable)	
Supporting Information (please attach all supporting documentation for this Change Control)	
Terms and Conditions	Save as herein amended all other terms and conditions of the Original Contract shall remain in full force and effect.
Variation Agreed	
For the Contractor:	For the DFE:
Signature.....	Signature.....
Full Name.....	Full Name.....
Title.....	Title.....
Date.....	Date.....

Please note that no works/services described in this form should be undertaken, and no invoices will be paid until both copies of the CCN are signed, returned and counter-signed.

To be entered by the Commercial department:			
Commercial Contact		Reference Number	
Date received		EC Reference	

Schedule 7

Key Personnel and Key Sub Contractors

Key Personnel

The individuals listed in the table below are Key Personnel:

Name	Role	Period of Involvement
Matthew Gordon	CEO	Duration of contract
Michael Brown	Director of Strategy and Operations	Duration of contract
Alan Evans OBE	Head of Marketing and Engagement	Until September 2018 and subject to review and availability thereafter.

Key Sub-Contractors (None)

The Contractor may sub-contract its obligations under the Contract to the Sub-Contractors listed in the table below.

Key Sub-Contractor Name and Address (if not the same as the registered office)	Registered Office and Company Number	Related Product/Service Description	Sub-contract Price expressed as a percentage of total projected Charges over Term	Role in delivery of the Services

Schedule 8

Data, Systems Handling and Security

Definitions

"BPSS"	<p>means the Government's Baseline Personnel Security Standard for Government employees available at:</p> <p>www.gov.uk/government/uploads/system/uploads/attachment_data/file/200551/HMG_Baseline_Personnel_Security_Standard_V3_2_Apr-2013.pdf</p>
"CESG"	<p>is the United Kingdom government's national technical authority for information assurance, details of which can be found at:</p> <p>http://www.cesg.gov.uk/Pages/homepage.aspx</p>
"Control"	<p>means that a person possesses, directly or indirectly, the power to direct or cause the direction of the management and policies of the other person (whether through the ownership of voting shares, by contract or otherwise) and "Controls" and "Controlled" are interpreted accordingly;</p>
"DFE Assets"	<p>include but are not limited to DFE premises, IT systems and information with a classification up to confidential;</p>
"DFE Data"	<p>a) the data, text, drawings, diagrams, images or sounds (together with any database made up of any of these) which are embodied in any electronic, magnetic, optical or tangible media, and:</p> <ul style="list-style-type: none">(i) which are supplied to the Contractor by or on behalf of the DFE; or(ii) which the Contractor is required to generate, process, store or transmit pursuant to the Contract; or <p>(b) which are any Personal Data for which the DFE is the Data Controller;</p>
"Data Processor", "Personal Data", "Sensitive Personal Data", "Data Subject", "Process", "Processing" and "Data Controller"	<p>shall have the meanings given in the DPA;</p>
"IT Security Health Check"	<p>means an assessment to identify vulnerabilities in IT systems and networks which may compromise the confidentiality, integrity or availability of information held on that IT system;</p>

“Malicious Software”

any software program or code intended to destroy, interfere with, corrupt, or cause undesired effects on program files, data or other information, executable code or application software macros, whether or not its operation is immediate or delayed, and whether the malicious software is introduced wilfully, negligently or without knowledge of its existence;

“Security Plan”

the Contractor's security plan.

1. The DFE is the Data Controller and the Contractor is the Data Processor.
2. Both Parties may handle Personal Data and shall comply with their legal obligations under the DPA.
3. The Contractor shall notify the DFE as soon as it becomes aware of any actual or potential data incident or breach of its obligations under the DPA in relation to any Personal Data processed as a consequence of undertaking the Contract.
4. If the Contractor is processing Personal Data as a Data Processor for the DFE as a consequence of undertaking the Contract the Contractor shall:
 - 4.1 Process the Personal Data only to the extent and in such manner as is necessary for the provision of the Services or as is required by law or any Regulatory Body;
 - 4.2 Process the Personal Data only in accordance with instructions from the DFE (which may be specific instructions or instructions of a general nature as set out in the Contract or as otherwise notified by the DFE to the Contractor during the Term);
 - 4.3 implement appropriate technical and organisational measures to protect the Personal Data against unauthorised or unlawful processing and against accidental loss, destruction, damage, alteration or disclosure. These measures shall be appropriate to the harm which might result from any unauthorised or unlawful Processing, accidental loss, destruction or damage to the Personal Data and having regard to the nature of the Personal Data which is to be protected;
 - 4.4 take reasonable steps to ensure the reliability of any Personnel who have access to the Personal Data;
 - 4.5 obtain the DFE's prior written consent before transferring Personal Data to any Sub-Contractors or Associated Companies for the provision of the Services;
 - 4.6 ensure that all Personnel required to access the Personal Data are informed of the confidential nature of the Personal Data and comply with the obligations set out in this paragraph 4;
 - 4.7 ensure that no Personnel publish or disclose any Personal Data to any third party unless directed in writing to do so by the DFE;
 - 4.8 notify the DFE within 2 Business Days if it receives:
 - 4.8.1 a request from a Data Subject to have access to that person's Personal Data; or
 - 4.8.2 a complaint or request relating to the DFE's obligations under the DPA;
 - 4.9 provide the DFE with full cooperation and assistance in relation to any complaint or request made, including by:

- 4.9.1 providing the DFE with full details of the complaint or request;
 - 4.9.2 complying with a data access request within the relevant timescales set out in the DPA and in accordance with the DFE's instructions;
 - 4.9.3 providing the DFE with any Personal Data it holds in relation to a Data Subject (within the timescales required by the DFE); and
 - 4.9.4 providing the DFE with any information requested by the DFE;
- 4.10 permit the DFE or any duly authorised representative of the DFE (subject to reasonable and appropriate confidentiality undertakings), to inspect and audit the Contractor's data processing activities (and/or those of its agents, subsidiaries and Sub-Contractors) and comply with all reasonable requests or directions by the DFE to enable the DFE to verify and/or procure that the Contractor is in full compliance with its data protection obligations under the Contract;
- 4.11 provide a written description of the technical and organisational methods employed by the Contractor for processing Personal Data (within the timescales required by the DFE); and
- 4.12 subject to paragraph 5, not co-act or permit the Personal Data to be transferred in or to any Restricted Country.
5. If, after the Effective Date, the Contractor (or any Sub-Contractor) wishes to Process and/or transfer any Personal Data in or to any Restricted Country the Contractor shall:
- 5.1 submit a request for a Variation to the DFE which shall be dealt with in accordance with the Change Control Procedure;
 - 5.2 set out in its request for a Variation:
 - 5.2.1 the Personal Data which will be Processed and/or transferred to a Restricted Country;
 - 5.2.2 the country or countries in which the Personal Data will be Processed and/or to which the Personal Data will be transferred to a Restricted Country;
 - 5.2.3 any Sub-Contractors or other third parties who will be Processing and/or transferring Personal Data to a Restricted Country; and
 - 5.2.4 how the Contractor will adequately protect (in accordance with the DPA and in particular so as to ensure the DFE's compliance with the DPA) Personal Data to be Processed and/or transferred to a Restricted Country.
6. If evaluating the request for a Variation pursuant to paragraph 5:
- 6.1 the Parties shall consider current policies and guidance of the DFE, Government and the Information Commissioner's Office and any approvals processes in connection with, the Processing and/or transfers of Personal Data to a Restricted Country and/or overseas generally; and
 - 6.2 the Contractor shall comply with any instructions which the DFE may notify in writing.
7. Insofar as the Contractor processes Personal Data for its own administrative purposes, whilst undertaking the Contract the Contractor shall comply at all times with the DPA and shall not perform its obligations under the Contract in such a way as to cause the DFE to breach any of its obligations under the DPA.

8. The Contractor shall:

- 8.1 employ appropriate organisational, operational and technological processes and procedures to keep DFE Data safe from unauthorised use or access, loss, destruction, theft or disclosure which comply with ISO/IEC 27001 as appropriate to the Services;
- 8.2 not delete or remove any proprietary notices contained within or relating to DFE Data;
- 8.3 preserve the integrity of DFE Data and prevent the corruption or loss of DFE Data;
- 8.4 ensure that any files containing DFE Data are stored on the Contractor's secure servers and/or secured Contractor Equipment;
- 8.5 ensure that DFE Data relating to the Contract is segregated from other data on its IT systems so that DFE Data can be securely deleted if required;
- 8.6 not keep DFE Data on any Contractor Equipment unless it is protected by being fully encrypted and password protected and its use is necessary for the provision of the Services;
- 8.7 ensure that any hard copy is destroyed by cross-cut shredding and secure re-cycling of the resulting paper waste;
- 8.8 perform secure back-ups of all DFE Data and ensure that up-to-date back-ups are stored off-site. The Contractor shall ensure that such back-ups are available to the DFE at all times upon request;
- 8.9 not store or host DFE Data outside the United Kingdom or perform any ICT management or support without the DFE's prior written consent;
- 8.10 ensure that any DFE Data sent to any third party is:
 - 8.10.1 sent by CD or DVD;
 - 8.10.2 fully encrypted and password protected, with the password for files sent separately from the data;
 - 8.10.3 carried by a secure courier or registered postal service (special delivery) and not by e-mail or on USB pens.

9. If DFE Data is held and/or processed by the Contractor, the Contractor shall supply DFE Data to the DFE as requested and in the format specified by the DFE.

10. If DFE Data is corrupted, lost or sufficiently degraded as a result of the Contractor's Default so as to be unusable, the DFE may:

- 10.1 require the Contractor at the Contractor's expense to restore or procure the restoration of DFEs Data as soon as practicable; and/or
- 10.2 itself restore or procure the restoration of DFE Data and may invoice the Contractor for any reasonable expenses incurred in doing so.

11. If at any time the Contractor suspects or has reason to believe that DFE Data has or may become corrupted, lost or sufficiently degraded in any way for any reason, the Contractor shall notify the DFE immediately and inform the DFE of the remedial action the Contractor proposes to take.

12. The Contractor shall comply, and shall procure that Personnel comply, with DFE's Security Standards as set out in the annexe to this schedule 8 and the Security Plan.

ANNEX to Schedule 8

DFE SECURITY STANDARDS

1. The Contractor shall comply with ISO/IEC/27001 and ISO/IEC27002 or equivalent standards.
2. The Contractor shall apply the Government's Protective Marking Scheme ("GPMS") in respect of any DFE Data it handles in the course of providing the Services. If the Contractor has an existing protective marking scheme it may continue to use this but must map the GPMS against it to ensure the correct controls are applied to DFE Data.
3. Any electronic transfer methods across public space or cyberspace must be protected via encryption which has been certified to FIPS140-2 or certified under a CESSG (e.g. CAPS or CPA) or CESSG-endorsed scheme and the method shall be approved by the DFE prior to being used to transfer any DFE Data. If the transfer, handling removable media or handling of portable ICT Equipment involves bulk personal data the encryption shall be certified under a CESSG (e.g. CAPS or CPA) or CESSG-endorsed scheme.
4. Any portable removable media (including but not limited to pen drives, memory sticks, CDs, DVDs, PDPs and USB devices) used to handle, store or process DFE Data, Personal Data and/or Sensitive Personal Data in connection with the Service, shall be under the configuration management of the Sub-Contractor providing that part of the Service, shall be necessary to deliver the Service, and shall be full-disk encrypted using a product certified to FIPS140-2 or under a CESSG (e.g. CAPS or CPA) or CESSG-endorsed scheme. Should the transfer or handling of portable ICT involve bulk Personal Data the encryption shall be certified under a CESSG (e.g. CAPS or CPA) or CESSG-endorsed scheme.
5. All portable ICT (including but not limited to laptops, PDAs, smartphones) which handle, store or process in any way DFE Data to deliver and support the service, shall be under the configuration management of the Sub-Contractor providing that part of the Service, shall be necessary to deliver the Service, and shall be full-disk encrypted using a product which has been certified to FIPS140-2 or under a CESSG (e.g. CAPS or CPA) or CESSG-endorsed scheme. If the transfer or handling of portable ICT involves bulk Personal Data the encryption shall be certified under a CESSG (e.g. CAPS or CPA) or CESSG-endorsed scheme.
6. All paper documents containing DFE Data shall be:
 - a. securely protected whilst in the Contactor's care and securely destroyed when no longer required using a cross-cutting shredder and/or a professional secure waste paper organisation; and
 - b. transmitted, both within and outside the Contractor's premises, in such a way as to ensure that no unauthorised person has access.
7. At the end of the Term or if ICT fails or becomes obsolete, all ICT holding DFE Data shall be securely cleansed or destroyed using a CESSG approved product or method. If this is not possible for legal, regulatory or technical reasons the Contractor shall protect the ICT until such time as it can be securely cleansed or destroyed.
8. Access by Personnel to DFE Data shall be confined to Personnel who need to know because their access is essential for the delivery of the Service. All Personnel with direct or indirect access to DFE Data must be subject to pre-employment checks equivalent to or higher than the BPSS.
9. Personnel who handle DFE Data must have annual awareness training in protecting information.
10. The Contractor shall have robust business continuity arrangements and processes including disaster recovery plans and procedures compliant with ISO22301 to ensure that the delivery of

the Contract is not adversely affected if there is an incident.

11. Any non-compliance with DFE Security Standards, or any suspected or actual breach of the confidentiality or integrity of DFE Data being handled in the course of providing the Services, shall be immediately escalated to the DFE.
12. The Contractor shall ensure that any systems and hosting environments that are used to hold DFE Data being handled, stored or processed in the course of providing the Services are subject to IT Security Health Checks at least annually. The Contractor shall inform the DFE if there are any results of IT Security Health Checks which are relevant to the Service and shall promptly complete any necessary remedial work which is identified.
13. The Contractor shall keep an audit trail of where the DFE's Data is held, including all ICT. The DFE may audit the Contractor with 24 hours' notice in respect of the Contractor's compliance with this schedule 8.

Schedule 9

Commercially Sensitive Information

Declaration of Confidential and Commercially Sensitive Information

Please provide below any information that the Department for Education (DfE) has requested within this Invitation to Tender (ItT) that the tenderer feels is commercially sensitive and explain (in broad terms) what harm may result from disclosure and the time period applicable to that sensitivity.

Relevant Section / paragraph	Supporting rationale
	No commercially sensitive information to declare for inclusion in Schedule 9.

Schedule 10

The Contractor's Solution

10.01

Over the contract period how would you promote the Care Leaver Covenant to a) businesses b) voluntary sector organisations c) 152 local authorities and care leaving services?

Answer

Over the contract period we will promote the Care Leaver Covenant by targeting potential signatories nationally, regionally and locally.

1.1. We will work with umbrella and sector/industry led bodies to inform them about and engage them in promoting the Covenant to their membership. This will entail delivering comprehensive briefings and promotional information informing them about the Covenant, the outcomes it aspires to achieve, roles, opportunities and describing how their members can engage with it. We will work with the DoE and sector bodies to produce bespoke sector specific promotional materials. We will disseminate this via electronic mail and professional and trade journals, attendance at events to deliver presentations or mount a stall, partnership working to organise dissemination events and signposting to named members considered to be warm candidates for the Covenant.

1.2. We will take part in regional and local roadshows working with sector bodies e.g. the Local Enterprise Partnership Network that supporting the 39 LEPs. We will work with the Department of Education's 12 Opportunity Areas and established event organisers locally such as the FinditinBirmingham Breakfast Meetings which are held monthly and open to the business, public and voluntary sectors. Collaborative working arrangements will include appearing as the main or supporting presenter at events, sponsorships for planned events partnership working to organise one-off events or multiple events across a region. In all cases we will seek to balance costs (time and financial) with potential returns (number and diversity of potential signatories reached, geographic and sectoral distributions and the range of interest across the five outcomes).

1.3. Spectra First is already working in relationships with organisations that can create gateways to warm prospects for Covenant sign-ups. For example, OnSide Youth Zones are 'inspiring, safe and affordable places for young people to go. Currently there are fourteen youth zone projects and a target to reach twenty by 2020. The OnSide business model includes philanthropic giving from patrons in the private and not for profit sectors. These patrons (circa 25 per project) are already demonstrating support for young people and are considered to be 'warm' candidates for signing up to the Covenant offers. Similarly through Spectra First's CEO role as an Industrial Chaplain we have access to a wide range of businesses supported through national networks of industrial Chaplains. Previous discussions between our CEO and businesses supported through the Black Country Urban Industrial Mission e.g. JLR, OCS and Marstons have been very constructive in raising awareness and securing commitments to offering work experience placements and substantive employment opportunities. Again, these are considered 'warm' candidates to be approached through our existing access routes.

1.4. The Social Value Act creates an opportunity to explore how local authorities can include reference to the Care Leaver Covenant and offers in the range of social value contributions prioritised in their commissioning processes. We propose to recruit 10-12 local authorities to conduct an action learning pilot, the results from which can be used for national promotions and roll-out.

1.5. Press articles to announce key achievements and social media to establish four-way dialogue between Spectra First as the delivery partner, Covenant

signatories (actual and potential), care leaving services and care leavers.

1.6. Spectra First will establish an annual event to recognise achievements and celebrate good practice by Covenant signatories and care leavers.

Promotional Strategy objectives

Our promotional strategy starts with differentiating between potential signatories to the Covenant and organisations who will promote take up of Covenant offers by care leavers. Some elements of our strategy will be common to both and others customised according to need. We recognise and account for the possibility that in some cases an institution e.g. a local authority, could assume both roles, delivered through different departments. Our strategy has three objectives :

1. To raise awareness of the Covenant and how to engage with it as a Covenant signatory.
2. To raise awareness of the Covenant and how to encourage take up by care leavers.
3. To promote successes and good practice.

Potential Covenant signatories

Under this heading we include businesses, voluntary sector and public sector organisations that have the potential to offer support to care leavers that contributes to achieving one or more of the five Keep on Caring outcomes. Each of these sectors has its own infrastructure and access routes. For example, businesses enjoy the support of Local Enterprise Partnerships, Chambers of Commerce and trade /professional associations such as the Construction Industry Training Board and the Institute of Directors. The voluntary sector is served by national infrastructure organisations like the National Council for Voluntary Organisations and the Association of Chief Executives of Voluntary Organisations. Within the public sector there is the Local Government Association, National Citizens Service and other valuable networks. Our activities will work with existing infrastructure and support organisations through three broad groups of promotional activities.

The promotional messages running through these activities will be -

- the Care Leaver Covenant - strategic context, business case, social mobility, outcomes, case studies
- forms of engagement
- availability of support from Spectra First to develop, promote and administer the Covenant offer.

Promotions to care leaving services

Under this banner we include public, private and voluntary sector care leaving services. Our goal is to ensure that care leaving teams (including Personal Advisers) are aware of the Covenant, understand both its objectives/outcomes and how to encourage take up by care leavers. To achieve this we propose to:

- a) introduce the Covenant to heads of service through postal or electronic mailshots along with our proposals for local events targeting care leaving team managers
- b) follow-up telephone calls for referrals to named individuals for further contact;
- c) organising and delivering sub-regional promotional events for clusters of care leaving team managers e.g. based on city regions;;

The promotional messages will revolve around the Covenant as described above and the specific role that we will be asking care leaving team to fill. Provisionally this role will entail -

- promoting the Covenant to care leavers
- Processing requests for the Care Leaver Covenant Privilege Card/Status
- aligning Covenant offers to care leavers' Pathway Plans
- encouraging the take up offers
- submitting monitoring information about care leavers awareness and take-up of offers
- monitoring the impact of offers on care leavers

We would also share our proposals for user engagement through a Care Leavers' Forum on inviting feedback engagement models and any good practices already in place.

Promotional materials

Our promotional activities will be supported with a brand label, promotional stands, merchandising products, printed promotional information and 'How to' guides. All of which would direct users to the additional information contained on the gov.uk website.

10.02

How would you identify:

- a) businesses and other organisations (in the voluntary and even the public sector) at a national and regional/local level to recruit? Please state if there are particular types of organisations you would prioritise to sign up to the Covenant in years 1 and 2.
- b) the types of Covenant offers you would ask these businesses and organisations to provide and how you judge the suitability and quality (meaningfulness) of offers in relation to the 5 outcomes in 'Keep on Caring'.

Answer

This stage focuses on selecting businesses and organisations to target for Covenant signatures. The Covenant is an exciting opportunity, nevertheless to secure signatories we are aware that first, we must embed an understanding of the core issues confronting care leavers and the rationale for change.

Our year 1 strategy begins with establishing a user focus group/forum through which care leavers can contribute to identifying companies whom they agree are most likely to offer a tailored menu of benefits. For example, furniture retailer e.g IKEA could offer huge savings for care leavers when they spend their 'leaving care grant' in store. Similarly, a financial institution (HSBC, Credit Union) could offer care leavers support to hone their financial capabilities. Engagement will be congruent and purposeful and we will monitor performance of forum members in order to expand their wider contribution into new areas. e.g. Covenant ambassadors.

The characteristics of businesses and organisations to be targeted in year one are –

- a) Private sector -
 - i) sectors where care leavers can identify a clear benefit for engagement e.g. housing, furnishing and DIY, education, leisure, clothing and ICT.
 - ii) 'warm' businesses (local) i.e. businesses already known to support young people such as the OnSite patrons, companies supported by industrial chaplains and companies signposted through youth focussed organisations such as the Prince Trust
 - iii) 'exemplar' businesses (national chains) i.e. those whose names could be used to inspire other companies.
- b) DfE opportunity Areas
 - i) businesses and organisations
- c) Voluntary sector -
 - i) Targeting (in association with national umbrella organisations covering the sector as a whole, the care sector and specialist equalities organisations) large not for profit organisations in priority sectors as above.
We have illustrated a typology of Covenant offers and with input from the care leavers' forum
we will develop a menu of practical offers that they would find appealing and would contribute to one or more of the five key outcomes. We will match these offers with the
businesses and organisations as identified above (and after completing the appropriate due diligence checks and CSR track records) to design tailored 'pitches' for subsequent introductory meetings.

Our year 2 strategy involves ongoing rollout across the priority sectors, businesses and organisations as above and the introduction of activities targeting sectors closely aligned to Covenant outcomes e.g.

employment outcome - businesses and organisations in growth sectors

education and training outcome - higher education institutions and training organisations

financial stability outcome - financial services and social landlords

independent living outcome - social and private housing landlords

health outcome - public health and leisure/recreational establishments

Year 2 businesses and organisations will be subject to the same due diligence and CSR checks and approached with tailored pitches as described above.

10.03

What would be your process for engaging and recruiting organisations at a national and a regional/local level to sign the Covenant and making quality offers that are meaningful for care leavers and relate to one or more of the five outcomes in Keep on Caring?

Answer

By the time we start to engage organisations, we will already have knowledge of the companies, CSR track record, the type of offers they could potentially make and the outcomes to which the offers would contribute. Our engagement process is presented in a linear fashion, nevertheless we will accommodate for :

- (i) different engagement points in the strategy e.g. organisations already in support of care leavers.
- (ii) provide for iterations e.g. in the event of staff changes, or rolling out of offers into new areas.

The main stages in our engagement process are described below.

- i. Follow up leads developed through the promotional activities.
- ii. Visits to senior members of the business or organisations to promote the Covenant and to illustrate potential offers that they could make. Where leads have not already been collected, through our due diligence checks (including safeguarding issues) we will have identified named contacts for the initial approach in each of the target organisations. These visits will seek high level in-principle agreement to becoming a signatory and referrals to designated staff to develop the details of the offers.
- iii. Further meetings/briefings with staff members designated to develop the Covenant offers. Our input into these meetings will be informed by representations made by care leavers through the care leavers' forum. Through those representations ideas will have been generated and tested for viability, potential take up, impact and contributions to the five outcomes. This testing process will enable us to develop a suite of indicators for future use in benchmarking the suitability of prospective offers.
- iv. At a practical level, our approach to negotiating offers with organisations will aim to maximise the scale and reach within their organisational scope. We will present opportunities to scale up provision as capacity and confidence increases.
- v. Finalise the offer and obtain organisational sign-off.
- vi. Commissioning meeting to formalise the offer in a memorandum of understanding.
- vii. Promote the offer among PAs and care leavers.

Our Regional Business Managers (North, Midlands and South) will organise the visits and support the development work.

Through our preparatory due diligence checks, review of safeguarding and recruitment policies complete with organisational visit, we are confident in our ability to identify to all relevant risks. If concerns do arise these will be escalated to Spectra First's Director of

Operations for resolution which could include raising our concerns with the senior HR representative. At this stage a decision would be made on how best to proceed.

Capturing and disseminating information about Covenant offers

11.01

How would you maintain a record of the organisations signing the Covenant, including a) a what each signatory is offering b) to how many care leavers and c) the duration of the offer d) ongoing commitment over time to the Covenant?

Answer

Each business or organisation will sign a memorandum of understanding setting out -

- standard terms applicable to all Covenant signatories
- the nature of the offer proposed -
 - typology
 - description
 - location/reach
 - target number of care leavers taking up the offer
 - date and duration of the offer
 - how to take up the offer
 - assistance provided e.g. protective clothing for work placements
 - outcomes pursued
- monitoring arrangements (light touch but meaningful) -
 - reporting frequencies
 - demographic data on take up
 - care leavers' performance (where applicable)
- forward plans -
 - implications for continued delivery e.g. no change, revised delivery methods, scaling up/down, expansion into other regions, adding further offers

The monitoring arrangements will be negotiated during the commissioning meeting with the signatory's designated representative. During this process we will invite the representative to identify any potential obstacles to collecting monitoring information so that we can either resolve them, provide additional support for collecting the required information or if absolutely unavoidable withdraw them. By the time the negotiation concludes we will be confident that the agreed monitoring information can be collected, recorded and submitted to us.

To aid recording and submission, we will offer online reporting through a bespoke information management system. The system will allow organisations to record monitoring information and create reports of their activities. They will not have access to any other organisation's monitoring information. Subject to the Department's Internet protocols we will also grant it access to the database for the purpose of accessing up to date information and producing reports.

We will use monitoring to track performance with offers and to detect any material variations (favourable or adverse) from the agreed targets. In so doing, we can work with the signatory and/or PAs to take remedial action to bring performance back up to profile. Conversely if performance is over target we will explore the organisation's capacity to sustain the higher level of take up, Should it not be sustainable, with the signatory's consent we would explore the potential for recruiting another organisation to become a signatory providing the same or similar offer.

The sign up to the Covenant is complete once the following have been confirmed -

- i. the offer and its contribution to one or more of the five outcomes
- ii. deliverable by the organisation
- iii. accessible by care leavers
- iv. due diligence checks
- v. signed memorandum of understanding.

11.02

What would your role be in making sure that care leavers access offers made through the Covenant? In your answer, please comment on the role you would expect local authorities and particularly Personal Advisers to play (e.g. in helping eligible care leavers take up offers) and how you would

encourage this.

Answer

Our role in promoting take up of Covenant offers is two-fold

1. Empowering care leaving teams to promote the Covenant and encourage take up by care leavers

The role of the Personal Adviser is to ensure a care leaver is provided with the correct level of support. Their relationships with care leavers and the statutory requirements for Pathway Plans and local offers for care leavers, afford opportunities to promote the practical benefits of the Covenant and the offers available. Our role provides support through inductions, advice, support materials, illustrations of offers and peer group learning, ensuring that PAs routinely monitor Covenant offers and align them to 'care leaver' Pathway Plans and notifying care leavers accordingly.

To fulfil this objective we will -

- i. Deliver a programme of roadshows across our four regions (North, Midlands, London and South) to inform care leaving team managers about the Covenant, how it works, their expected role in its implementation and the outcomes it is designed to achieve. The events will involve workshop activities where we invite team managers to consider the following (indicative) issues -
 - a) cascading information to personal advisers - processes, problems, solutions and desirable support resources
 - b) aligning offers to Pathway Plans - e.g. using the Setting Up Home Allowance at Covenant signatory (e.g. a DIY store) that is offering discounts to care leavers
 - c) promoting offers and benefits to care leavers
 - d) monitoring arrangements that are productive but not burdensome.
 - ii. Supply promotional information to aid cascading to care leaving team members
 - iii. Prepare guidance sheets consolidating feedback on the four topics listed above (a) - (d)
 - iv. Provide remote access via a telephone help line
 - v. Provide problem solving support to address any barriers to accessing Covenant offers
 - vi. Implement an ongoing CRM function with care leaving team managers
2. Direct promotions

A second role is direct promotion of Covenant offers to care leavers. These promotions will be to care leavers as a whole rather than the targeted promotions that PAs can undertake. We will use social media to promote offers and provide an accessible point of entry. e.g. online enquiry form, to share good news stories and mini case studies and to stimulate conversations that include care leavers, PAs and Covenant signatories.

11.03

What mechanism will you put in place to ensure that care leaving teams across 152 local authorities and care leavers receive timely information about the offers available and in a form that was easy for them and care leavers to access? Please explain why what you propose will work as the most appropriate way to promote the offers made and access them.

Answer

Spectra First Regional Managers (North - North West, North East and Yorkshire and the Humber; Midlands - East Midlands, West Midlands and East of England; London; and the South - South East and South West) will have responsibility for the ongoing customer relations management (CRM) in their respective regions. Starting with supporting teams to develop Covenant offers Regional Managers will build relationships with care leaving teams through remote telephone support, e-mail and site visits to assist in delivery, internal monitoring and performance reviews.

Within the CRM function, Regional Managers will -

- ensure that care leaving teams (or team managers on behalf of their teams) are signed up to receive weekly updates of live offers
- build a database of expressions of interest/desirable offers notified to PAs by care leavers and subsequently notified to Regional Managers by team managers
- target individual team managers with information about specific opportunities where corresponding expressions of interest have been received
- notify team managers of provisional and impending offers so they can start promoting them to care leavers

Effective CRM builds trust and opens up lines of communication. This is critical to the success of the

data sharing process. Timely information about care leaver benefits will enhance effective targeting and distribution of promotional offers to the care leaving teams.

The twelve Opportunity Areas are an example of the Department's stakeholder networks. Their role to build young people's knowledge and skills and to ensure they get effective careers advice and better opportunities is consistent with the five Keep on Caring outcomes. We intend to build relationships through inductions, establishing referral processes. In so doing, care leaving teams can be notified of interests identified among care leavers in their respective locations.

The support to care leaving teams outlined above will ensure that teams are equipped to provide timely information about offers. In addition, we propose to -

- introduce a facility for care leavers to register their interests, so as and when suitable offers become available we can notify them in a timely manner;
- promote new opportunities through our social media platforms.

Such facilities will be accessible through smartphones, tablet and additional tech devices.

Spectra First will introduce a Covenant Privilege scheme similar to (NUS card, Unidays). Through our scheme we seek to extend the benefit afforded to students in further and higher education with clear everyday offers. In most cases, it is likely that presenting information demonstrating Covenant membership will be sufficient to unlock the offers. To facilitate this, all care leavers will be issued with a Covenant Privilege Card/Smart Phone voucher carrying their name, membership number and expiry date. We will ask looked-after transitions teams to notify us of all impending care leavers so that we can prepare and issue the Privilege Card prior to their 18 birthday. Following consultation with several local authorities, Spectra First are confident of privilege scheme sign up, as feedback concluded the following : The privilege card would be best introduced in conjunction with the spending of their 'leaving care' grant. Possession of Privilege status via card/smart phone will be deemed proof of membership.

11.04

How will you promote the offers made through the Care Leaver Covenant at a national and a local level to care leavers and why is your proposed methodology the most appropriate?

Answer

We are fully committed to engaging care leavers in the design of promotional and engagement activities. This will be a role for the national Covenant Care Leavers' Forum (to be established).

Without prejudice to recommendation coming from the Care Leavers Forum, promote of offers made through the Care Leaver Covenant will be implemented through five complementary channels.

Mobile advertising

We propose to take advantage of trends in mobile advertising. A PWC report forecasts that mobile advertising will be one of the largest and fastest growing sectors over the next 5 years and will account for over half of all internet advertising spend in 2021. (PWC Digital Advertising in 2021). The Mobile Consumer Survey 2016 reports that 91% of 18-44 year olds have a (ever present) smartphone (Deloitte's sixth annual Mobile Consumer Survey). Putting these two findings together, we will present this research to the Care Leavers Forum for discussion and development - e.g. promoting offers through a dedicated Care Leaver Covenant app. We will also invite the Forum to suggest other forms of communication, particularly ones that might bring them into contact with Covenant signatories e.g. through networking events.

Social media

We will use social media to raise awareness of the Covenant and to promote offers. All offers (national, regional and local) will be posted through the same social media channels to prompt the spread of marketing information in different regions.

Care leaving teams

Through review meetings with care leavers, Personal Advisers monitor care leavers' progress against their Pathway Plans. They are able to see where progress has been achieved or where it may be improved. For example, a care leaver may be required to relocate out of borough to take up a new job opportunity. Using this facility, the Personal Adviser will be able to notify the care leaver of Covenant offers relevant to the circumstance. Thus, it is our responsibility to ensure that care leaving teams have up to date information to enable them to promote offers to care leavers.

Promotion by Covenant signatories

We want to encourage and support Covenant signatories to promote offers and benefits through their customary channels of communication. This could be as simple as erecting a plaque announcing 'Care Leaver Covenant Privilege Card welcome here' and featuring the Covenant in the corporate social responsibility (CSR) reports and CSR sections of their websites and social media.

Promotion by the Departments stakeholder networks

Work with the likes of CITB, EHRC, Engineering Construction Industry Training Board and more.

11.05

Outside of formal reporting arrangements how will you work with the Department to ensure clear and timely communications about the Covenant and to deal with any press/publicity issues that may arise? Please explain how local and national 'intelligence' about Covenant offers would be communicated to the Department.

Answer

We appreciate the Department's need for timely information, not just for the purpose of efficient contract management but also for the purpose of informing policy and politicians. To ensure that this is achieved, we propose a number of informal arrangements through which

- i. Open and fluid communication channels with relevant personnel;
- ii. the Department can access information in real time;
- iii. collaborative troubleshooting and problem solving

We expect the formal communications protocol to cover -

- named individuals responsible for communications
- respective roles
- approvals protocol for press releases initiated by Spectra First
- use of websites and social media
- monitoring information
- attendance at Department events (including press briefings)
- escalating issues

The informal arrangements we propose include -

- Weekly scheduled telephone updates to -
 - communicate new sign-ups and offers, highlights, exceptions, emerging issues, trends, gaps, troubleshooting and any corrective action proposed;
 - invite signposting from Department to new opportunities or alerts to potential threats
 - learn about any impending news items coming from the Department
 - notify the department of any upcoming events with recommendations about opportunities for Departmental representation
- Unscheduled telephone updates where a situation is time-sensitive or there has been a particular achievement
- Accompanying Department staff to meetings (internal and external e.g. with high profile candidates for Covenant sign up)
- Giving controlled access to an online dashboard where a nominated individual can view and interrogate main matrixes of participation, distance travelled, offers taken up, duration of participation, work related activities and outcomes.
- Drafting briefings/updates for ministers
- Other means to be considered upon request

Our aim is to anticipate the Department's information needs and to satisfy them in a timely manner. We are sensitive to the fact that some information needs will be unforeseen and will need an urgent response. This is built into the informal arrangement listed above.

Using data to measure impact

leavers' progress and the difference that take up of a Covenant offer has made.
viii. Consultations with Covenant signatories to receive qualitative feedback about the difference they believe their offers are making to care leavers.

Our own records will show which care leaving teams have attended briefings and should therefore be aware of the Covenant. Where there are gaps, we will aim to negotiate dates for one-off events for team managers who were unable to attend any of the scheduled events.

The information we collect about origins of care leavers taking up Covenant offers will provide prima facie evidence of care leaving services' awareness of it and how to take advantage of offers made. To supplement these sources of information, firmer evidence will be collected through Regional Managers' ongoing CRM functions - contact with team managers by email, telephone, visits and attendance at events. These contacts will enable us to identify if care leaving teams are having any difficulties converting awareness into practical actions that lead to take up. Our role is to help them overcome any difficulties if the resolution is within our jurisdiction.

12.02

How will the required bank of case studies will be identified, reviewed and refreshed over time and quality assured for content and continued relevance?

Answer

At the outset we will design case study templates and information gathering methodologies. The templates will set out what we aim to report through the case studies with generic heading supported by information prompts. This process will be used to design case study approaches for both target groups - care leavers and organisations making offers. As a good practice protocol we would share the templates and methodologies with the Department and invite feedback.

In relation to care leavers, we have previously outlined a process for tracking the impact the Covenant is having on a cohort of 20 care leavers over the two years of the contract. Information gathering for the care leavers' case studies will share this process, building in additional questions reflecting the information needs agreed in the template. Subject to consent from the care leaver, information to support individual case studies will also be sought from care leaving teams and organisations whose offers are being accessed. Input from care leaving teams is valuable in providing context and setting a baseline and in reporting their observations of the difference the Covenant is making and how care leavers are progressing against the five outcomes. The rolling programme of case studies will ensure that they are refreshed and kept up to date.

In the selection of candidates for case studies we will work with care leaving team managers to ensure achievement of a regional spread, a demographic mix and a balance against the five outcomes.

Spectra will seek to target case study information from organisations whose offers are both accessed and benefited from. Information obtained through our monitoring processes will ensure indicative coverage in the following areas : -

- i. Nature of business and location (region)
- ii. Rationale for signing up to the Covenant and process
- iii. Selection of Covenant offer - rationale and process
- iv. Gearing up to deliver the offer
- v. Delivering the offer
- vi. Impact on the organisation - learning, sustainability of the offers, future offers

Information will be gathered through face to face onsite visits and reviewing monitoring information collected from the case study subject,

In both cases, quality assurance will be achieved through -

- a) using a quality assured template and information gathering methodology;
- b) training Regional Managers in the use of the case study template, information gathering methodologies and writing up case studies;
- c) case studies being signed off by the Head of Marketing and Communications prior to publication;
- d) random sampling by the Director of Operations

12.03

Schedule 3

Financials

1. The DFE shall pay the Contractor the Charges in accordance with the Contract, subject to successful delivery of the Services against the KPIs or Service Levels set out in schedule 4. The Charges are inclusive of all expenses incurred by the Contractor in relation to its provision of the Services and unless agreed otherwise between the Contractor and the DFE, the Contractor shall not be entitled to claim any expenses in addition to the Charges.
2. The DFE may review the detailed costs set out in the Delivery Plan to ensure that the Contract is value for money.
3. Indexation shall not apply to the Charges.
4. The Contractor shall be entitled to invoice the Charges monthly in arrears following acceptance by the DFE of satisfactory completion of the Services and milestones as set out in the delivery milestones, outputs or outcomes (as set out in the tables below).

Table 1 – Profile of expenditure

5. Funds allocated to a particular expenditure heading in Table 1 are available for that expenditure heading only. Funds allocated to a particular accounting year are available for that accounting year only.

Table 2 – Cost matrix

For Tables 1 and 2 please refer to separate file as named below.

CARE LEAVER CONVENANT FINANCIAL PROFILE AND COST MATRIX V1.0

Schedule 4

Service KPIs, Service Levels and Service Credits

- 1 The objectives of the Service Levels are to:
 - 1.1 ensure that the Services are of a consistently high quality and meet the requirements of the DFE;
 - 1.2 provide a mechanism whereby the DFE can attain meaningful recognition of inconvenience and/or loss resulting from the Contractor's failure to deliver the Services; and
 - 1.3 incentivise the Contractor to meet the Service Levels and to remedy any failure to meet the Service Levels expeditiously.

KEY PERFORMANCE INDICATORS (KPIs) AND SERVICE LEVELS (SLs)

- 2 This schedule 4 sets out the KPIs and Service Levels against which the Contractor shall measure its performance.
- 3 The Contractor shall monitor its performance against of each of the KPIs and Service Levels in and send the DFE a report detailing the KPIs and Service Levels which were achieved in accordance with the provisions of this schedule 4.

PERFORMANCE STANDARDS/MEASURES

- 4 The Contractor must meet the Performance Measure for each identified KPI as set out in table 1 below within the agreed Service Period (defined Schedule 2 and within table 1)
- 5 If during a Service period the Contractor achieves a KPI/Service Level, no Service Credit ("reduction in total amount of charges payable to the Contractor") will accrue to the Contractor in respect of that KPI/Service Level
- 6 The Contractor confirms that it has taken Performance Measures and Service Credits into account in calculating the Charges. Both Parties agree that the Performance Measures and Service Credits are a reasonable method of adjusting the Charges to reflect poor Contractor performance.
- 7 The Contractor will be expected to meet/comply with all Service Levels as set out within table 2 below.

CONSEQUENCES OF FAILURE TO MEET KPIS

- 8 A failure to meet at least the required performance level will be considered a "Service Failure" in respect of the KPIs set out in Table 1 below
- 9 A failure to meet the required performance level for the other KPIs will not be considered a Service Failure in the context of paragraph 7 but expects to meet the required performance levels and will consider repeated failures as breaches of this contract
- 10 In attrition to it's rights under paragraph 7, if there are one or more Service Failures in **3 (three)** consecutive Service Periods/calendar months, will be entitled, as its sole discretion, to terminate this contract on 30 days written notice.

Table 1 KPIs

Objectives		Quarterly KPIs (Monitoring by monthly management information reports)										
		2017/18 Q4	2018/19 Q1	2018/19 Q2	2018/19 Q3	2018/19 Q4	2019/20 Q1	2019/20 Q2	2019/20 Q3			
Engage 50 stakeholders			50 17/month engaged April-June									
Engagement of 500 transition care leavers		Engagement with 12 LAs 12 transitions teams engaged	Engagement with 58 LAs 6 transitions teams per week									
15 signatories recruited		5 orgs - 4 x PS 1 x VCS 5 x regional	10 orgs - 4 x PS 6 x VCS 4 x national 6 x regional									
Promote 45 Covenant offers		5 offers - 5 x emp	40 offers - 4 x ind living 8 x emp 18 x financial 6 x advice 5 x access									

SCHEDULE 4

Objectives	Quarterly KPIs (Monitoring by monthly management information reports)							
	2017/18 Q4	2018/19 Q1	2018/19 Q2	2018/19 Q3	2018/19 Q4	2019/20 Q1	2019/20 Q2	2019/20 Q3
Care leavers - 25 engaged	Care leavers - 475 engaged 150 taking up offers 85% satisfaction							
Engage with 120 key stakeholder groups		Engage 10 key stakeholders per month	Engage 10 key stakeholders per month	Engage 10 key stakeholders per month	Engage 10 key stakeholders per month	Engage 10 key stakeholders per month		
Engagement transition care leavers								
180 signatories recruited		30 orgs - 20 x PS 10 x VCS 6 x national 24 x regional	50 orgs - 34 x PS 16 x VCS 12 x national 38 x regional	50 orgs - 33 x PS 17 x VCS 11 x national 39 x regional	50 orgs - 33 x PS 17 x VCS 11 x national 39 x regional	Engagement with 32 LAs		
Promote 165 Covenant offers		30 offers - 2 x ind living 3 x emp 15 x financial	45 offers - 6 x ind living 5 x emp 18 x financial	45 offers - 6 x ind living 6 x emp 14 x financial	45 offers - 6 x ind living 6 x emp 18 x financial	45 offers - 6 x ind living 6 x emp 18 x financial		

SCHEDULE 4

Quarterly KPIs (Monitoring by monthly management information reports)

Objectives	Quarterly KPIs (Monitoring by monthly management information reports)							
	2017/18 Q4	2018/19 Q1	2018/19 Q2	2018/19 Q3	2018/19 Q4	2019/20 Q1	2019/20 Q2	2019/20 Q3
			5 x advice 5 x access	8 x advice 8 x access	8 x advice 11 x access	9 x advice 6 x access		
			Care leavers - 50 engaged 20 taking up offers 85% satisfaction	Care leavers - 250 engaged 80 taking up offers 85% satisfaction	Care leavers - 100 engaged 25 taking up offers 85% satisfaction	Care leavers - 100 engaged 25 taking up offers 85% satisfaction		
Promote early successes				6 x case studies	6 x case studies			
			13 x weekly good news mailshots	13 x weekly good news mailshots	13 x weekly good news mailshots			
				Guest speaker at 2 events	Guest speaker at 3 events			
...continued				Contribution to two publicity activities	Contribution to one publicity activity			

SCHEDULE 4

Objectives	Quarterly KPIs (Monitoring by monthly management information reports)								
	2017/18 Q4	2018/19 Q1	2018/19 Q2	2018/19 Q3	2018/19 Q4	2019/20 Q1	2019/20 Q2	2019/20 Q3	
					5 offers - 2 x ind living 1 x emp 1 x financial 1 x access	5 offers - 1 x ind living 1 x emp 1 x financial 1 x advice			
					Care leavers -	Care leavers -			
					150 engaged 50 taking up offers 85% satisfaction	150 engaged 50 taking up offers 85% satisfaction			
Commission final evaluation					Commission final evaluation				
Recruit 45 signatories							30 orgs - 20 x PS 10 x VCS	15 orgs - 10 x PS 5 x VCS	
Generate 60 offers from							10 x national 20 x regional	5 x national 10 x regional	50 offers - 30 offers -

SCHEDULE 4

Objectives	Quarterly KPIs (Monitoring by monthly management information reports)							
	2017/18 Q4	2018/19 Q1	2018/19 Q2	2018/19 Q3	2018/19 Q4	2019/20 Q1	2019/20 Q2	2019/20 Q3
new Covenant signatories/ Generate 70 new offers from existing Covenant signatories						6 x ind living 7 x emp 10 x financial 15 x advice 12 x access	8 x ind living 7 x emp 15 x financial 10 x advice 10 x access	6 x ind living 6 x emp 5 x financial 5 x advice 8 x access
Engagement of 5,000 transition/care leavers							Engagement with 100 LA transitions teams	Engagement with 52 LA transitions teams
						Care leavers - 2,000 engaged 125 taking up offers 85% satisfaction	Care leavers - 2,000 engaged 125 taking up offers 85% satisfaction	Care leavers - 1,000 engaged 50 taking up offers 85% satisfaction
To fill gaps in Covenant signatories and offers							5 orgs - 4 x PS 1 x VCS	5 orgs - 4 x PS 1 x VCS

SCHEDULE 4

Objectives	Quarterly KPIs (Monitoring by monthly management information reports)							
	2017/18 Q4	2018/19 Q1	2018/19 Q2	2018/19 Q3	2018/19 Q4	2019/20 Q1	2019/20 Q2	2019/20 Q3
Close the contract and conclude with a smooth handover to the Department							1 x national 4 x regional	1 x national 4 x regional
							5 offers - 2 x ind living 1 x emp 1 x financial 1 x access	5 offers - 1 x ind living 1 x emp 1 x financial 1 x advice
							Care leavers - 150 engaged 50 taking up offers 85% satisfaction	Care leavers - 150 engaged 50 taking up offers 85% satisfaction
							8 x case studies prepared	2 x case studies prepared National Conference

Table 2 Service Levels

Service Level	Measure	Compliance
Reporting and Meetings	<p>Monthly reporting: submit management information on a monthly basis by the third Business Day of the month, including, as a minimum: names of organisations signing the Covenant and what they are offering; care leaver take-up and how many are benefitting from each authority; the trajectory of progress in relation to KPIs (e.g. projected numbers and sign up in month x and shortfall. In addition, DfE requires quarterly reports; participation in a joint programme steering group that will meet twice a year; possible attendance at a communications steering group either virtually or in person; facilitation of two meetings per year at the Contractor's headquarters; provision of ad-hoc information to meet DfE needs.</p>	100% - DfE monitoring
	Contractor meetings – as specified above	
	Development and operations meetings – as required. Telephone contact – weekly.	
Administration/ Communication	In delivering the Services offer a responsive and supportive service to participants and their facilitators.	
Finance	Ensure that invoices are submitted to DfE within 10 Business Days of the end of the relevant charging period/completion of the activity	
Commercial Management	Ensure that Change Control Notes are signed by both Parties prior to any additional work being undertaken (DfE or Contractor to ensure paperwork is issued in a timely fashion when change required).	
Complaints	Ensure that all administrative Personnel are aware of and abide by relevant complaints procedures.	
	Main management contact to report all complaints orally and in writing to DfE within 3 Business Days.	
Records	Ensure that all records are maintained and kept up to date throughout the Term. Records must be updated within 5 Business Days of a request being made or an event taking place (subject to system availability).	
Delivery	Supply appropriate equipment to support the delivery of the Services at any face to face events.	100%- Questionnaire records
	Suitability of venue: events take place in venues and facilities which are relevant to the day.	100%-Event questionnaires
	Training shall take place in rooms which are suitable for the size of groups and set up in the style appropriate to the event	
Evaluation	Contribute to the evaluation of the effects of its delivery by reviewing Service User satisfaction, learning outcomes, improvements in schools/school systems, and the commissioning of impact studies.	

Schedule 5

Delivery Plan

1. The Contractor shall provide the Services in accordance with the Delivery Plan set out below.
2. The Delivery Plan shall be sufficiently detailed as is necessary to manage the Services and any proposed changes are subject to the Change Control Procedure.
3. The Contractor shall be responsible for implementing and managing the Services and for taking all such steps as may be necessary so as to ensure that from the Service Commencement Date the Contractor is able to provide the Services:
 - 3.1 in accordance with the provisions of the Contract; and
 - 3.2 in a manner that maintains the continuity of Services to the DFE.
4. The Contractor shall monitor its performance against the Delivery Plan and report to the DFE monthly (or more frequently if so required by the DFE) on its performance.

Year		2017-2018 (contract January 2018 – March 2018)		1
Objective (please list each objective)	Planned Activity (what activity will be undertaken to achieve the objective and how it will be done. You may refer to your answers to earlier questions)	KPI (KPIs should relate to the areas identified in the paragraph 5.12 of the specification) KPIs should be realistic but challenging	Milestone (e.g. number of signatories recruited)	
Engage with 50 key stakeholder groups (LEPs, OnSide Network Patrons)	Attendance at Regional events, seminars, conferences and industry events Briefing and publication contributions,	17 engaged/month Jan - March	Standing order on the agenda of 15 LEP, 2 Articles/contributions in sector publications i.e; CITB, FE Week, CBI, etc. 25 Patrons,	
Engagement of 500 transition/care leavers	Promotions to care leaving teams (11.02, 11.03 and 1.04)	Engagement with 70 local authorities Engagement with transitions teams - 6/week	Notification of, 500 care leavers of Covenant, through PA Referral 300 Care Leavers from PA to Spectra First Register 150 Covenant Privilege Cards	
To recruit 15 signatories (i.e.	Regional awareness raising activities (10.01)	15 organisations signing the Covenant in which -	50 expressions of interest 30 businesses and	

<p>confirmed offers, delivery means and due diligence checks and memorandum of understanding).</p> <p>To promote 45 Covenant offers.</p>	<p>Identifying 'warm' leads (10.02)</p> <p>Engaging businesses and organisations (10.03)</p>	<p>8 are private sector businesses and 7 are voluntary sector organisations 4 are national organisations 11 are regional/local organisations 4 housing and independent living offers 12 employment-related offers 18 financial offers (concessions and discounts) 6 advice and support offers 5 access to facilities offers 500 care leavers engaged 150 care leavers taking up offers 80% of offers accessed within their first month if used with their Home Allowance/Leaving Care Grant 85% of care leavers reporting satisfaction with the Covenant offers through our monitoring process</p>	<p>organisations at advanced stages in developing Covenant offers</p>
--	--	--	---

Resources
 (what resources will be required e.g. staffing, publicity, T&S etc. to achieve each of the objective set out in year 1)

Staffing - Director of Strategy and Operations, Head of Marketing and Communications, Research and policy Manager, Regional Managers (x4)
 Care Leavers' Forum
 Venue hire for promotional events and briefing
 Promotional materials - presentation, display, information brochures
 Travel and subsistence for travel across regions
 Performance management system and resources

Year			
2018-2019 (contract April 2018 – March 2019)			2
Objective (please list each objective)	Planned Activity (what activity will be undertaken to achieve the objective and how it will be done. You may refer to your answers to earlier questions)	KPI (KPIs should relate to the areas identified in the paragraph 5.12 of the specification) KPIs should be realistic but challenging	Milestone (e.g. number of signatories recruited)
Engage with 120 key stakeholder groups (LEPs, OnSide Network Patrons, networks of industrial missions)	Attendance at Regional events, seminars, conferences and industry events Briefing and publication contributions,	Engagement with 10 key stakeholders per month	Standing order on the agenda of 15 LEP, 2 Articles/contributions in sector publications i.e; CITB, FE Week, CBI, etc. 25 Patrons,
Engagement of 500 transition/care leavers	Promotions to care leaving teams (11.02, 11.03 and 1.04)	Engagement with 152 local authority transitions teams	Notification of 80% transition/care leavers informed of the Covenant Referral of 40% of transition/care to Spectra First i.e. to obtain Care Leaver Privilege status Care Leaver Privilege status confirmed - 10,000 Privilege Cards
To recruit 180 signatories (i.e. confirmed offers, delivery means and due diligence checks and memorandum of understanding). To promote 165 Covenant offers.	Regional awareness raising activities (10.01) Identifying 'warm' leads (10.02) Engaging businesses and organisations (10.03) Promotions to care leaving teams (11.02, 11.03 and 1.04)	180 organisations signing the Covenant in which - 120 are private sector businesses and 60 are voluntary sector organisations 40 are national organisations 140 are regional/local organisations 20 housing and independent living offers	350 expressions of interest 50 businesses and organisations at advanced stages in developing Covenant offers

	Promotions to care leavers	<p>20 employment-related offers</p> <p>65 financial offers (concessions and discounts)</p> <p>30 advice and support offers</p> <p>30 access to facilities offers</p> <p>500 care leavers engaged</p> <p>150 care leavers taking up offers</p> <p>80% of offers accessed within their first month if used with their Home Allowance/Leaving Care Grant</p> <p>85% of care leavers reporting satisfaction with the Covenant offers through our monitoring process</p>	
To promote early successes.	<p>Promotions to care leaving teams (11.02, 11.03 and 1.04)</p> <p>Promotions through case studies (12.02)</p> <p>Review performance management information and impact surveys</p> <p>Sharing information with the Department (11.05)</p> <p>Dissemination to care leavers</p> <p>Annual celebration and Awards</p>	<p>12 case studies</p> <p>Good news stories in the weekly mailshots of Covenant offers</p> <p>Guest speaker at 5 events</p> <p>Contribution to three publicity activities (press releases, events, briefings)</p> <p>7 x Regional promotional events for care leaving team managers (1 per region)</p> <p>5,000 care leavers notified of early successes.</p>	<p>75 good news stories identified</p> <p>Approaches to/from 10 stakeholders to speak at their events (not all invitations will be appropriate and not all approaches to stakeholders will be successful)</p>
To fill gaps in Covenant signatories and offers	<p>Monitor range and spread of Covenant signatories (12.01)</p> <p>Monitor take up and impact of Covenant offers (12.01,</p>	<p>10 organisations signing the Covenant in which -</p> <p>8 are private sector businesses and</p> <p>2 are voluntary sector</p>	<p>20 targeted approaches to prospective Covenant signatories</p> <p>15 organisations expressing interest in</p>

	12.03) Consultation with Care Leavers' Forum Identify and engage businesses to fill the gaps Covenant signatories (10.02, 10.03) Negotiate new offers (10.03) Promote new offers (11.02, 11.03, 11.04)	organisations 4 are national organisations 6 are regional/local organisations 3 housing and independent living offers 3 employment-related offers 2 financial offers (concessions and discounts) 1 advice and support offers 1 access to facilities offers 300 care leavers engaged 100 care leavers taking up offers 85% of care leavers reporting satisfaction with the Covenant offers through our monitoring process	signing the Covenant 25 offers under discussion
Commission final evaluation	Performance management information		ItT published Januar 2019 Bids received May 2019 Contract let June 2019
<p>Resources (what resources will be required e.g. staffing, publicity, T&S etc. to achieve each of the objective set out in year 1)</p> <p>Staffing - Director of Strategy and Operations, Head of Marketing and Communications, Research and policy Manager, Regional Managers (x4) Care Leavers' Forum Venue hire for promotional events and briefing Promotional materials - presentation, display, information brochures Travel and subsistence for travel across regions Performance management system and resources</p>			

Year			3
2018-2019 (contract April 2019 – January 2020)			
Objective (please list each objective)	Planned Activity (what activity will be undertaken to achieve the objective and how it will be done. You may refer to your answers to earlier questions)	KPI (KPIs should relate to the areas identified in the paragraph 5.12 of the specification) KPIs should be realistic but challenging	Milestone (e.g. number of signatories recruited)
<p>To recruit 45 signatories (i.e. confirmed offers, delivery means and due diligence checks and memorandum of understanding).</p> <p>Generate 60 offers from new Covenant signatories.</p> <p>Generate 70 new offers from existing Covenant signatories</p>	<p>Regional awareness raising activities (10.01)</p> <p>Engaging businesses and organisations (10.03)</p> <p>Promotions to care leaving teams (11.02, 11.03 and 1.04)</p> <p>Review performance management for declining take up of offers and opportunities for a refresh</p> <p>Development work with signatories</p>	<p>45 organisations signing the Covenant in which -</p> <p>30 are private sector businesses and</p> <p>15 are voluntary sector organisations</p> <p>15 are national organisations</p> <p>30 are regional/local organisations</p> <p>20 housing and independent living offers</p> <p>20 employment-related offers</p> <p>30 financial offers (concessions and discounts)</p> <p>30 advice and support offers</p> <p>30 access to facilities offers</p>	<p>7 awareness raising sessions delivered to businesses and organisations</p> <p>60 businesses and organisations at advanced stages in developing Covenant offers</p>
<p>Engagement of 5.000 transition/care leavers</p>	<p>Promotions to care leaving teams (11.02, 11.03 and 1.04)</p>	<p>Engagement with 152 local authority transitions teams</p> <p>5000 care leavers engaged</p> <p>300 care leavers taking up offers</p> <p>85% of care leavers reporting satisfaction with the Covenant offers through our monitoring process</p>	<p>Notification of 80% transition/care leavers informed of the Covenant</p> <p>Referral of 40% of transition/care to Spectra First i.e. to obtain Care Leaver Privilege status</p> <p>Care Leaver Privilege status confirmed - 5,000 Privilege Cards</p>
<p>To fill gaps in</p>	<p>Monitor range and spread of</p>	<p>10 organisations signing the</p>	<p>20 targeted approaches to</p>

<p>Covenant signatories and offers</p>	<p>Covenant signatories (12.01) Monitor take up and impact of Covenant offers (12.01, 12.03) Consultation with Care Leavers' Forum Identify and engage businesses to fill the gaps Covenant signatories (10.02, 10.03) Negotiate new offers (10.03) Promote new offers (11.02, 11.03, 11.04)</p>	<p>Covenant in which - 8 are private sector businesses and 2 are voluntary sector organisations 4 are national organisations 6 are regional/local organisations 3 housing and independent living offers 3 employment-related offers 2 financial offers (concessions and discounts) 1 advice and support offers 1 access to facilities offers 300 care leavers engaged 100 care leavers taking up offers 85% of care leavers reporting satisfaction with the Covenant offers through our monitoring process</p>	<p>prospective Covenant signatories 15 organisations expressing interest in signing the Covenant 25 offers under discussion</p>
<p>To close the contract and conclude with a smooth handover to the Department</p>	<p>Undertake final evaluation Prepare final reports (12.01, 12.03) To promote successes (11.05, 12.02)</p>	<p>10 case studies prepared National conference</p>	
<p>Resources (what resources will be required e.g. staffing, publicity, T&S etc. to achieve each of the objective set out in year 1) Staffing - Director of Strategy and Operations, Head of Marketing and Communications, Research and policy Manager, Regional Managers (x4) Care Leavers' Forum Venue hire for promotional events and briefing Promotional materials - presentation, display, information brochures Travel and subsistence for travel across regions Performance management system and resources</p>			

Schedule 6

Change Control Procedure

- 1 The Parties acknowledge that minor changes to the Contract may be necessary to reflect operational and administrative procedures during the Term and that such minor changes may be agreed in writing between the Parties' respective contract managers.
- 2 The Contractor shall use reasonable endeavours to incorporate minor changes requested by the DFE within the current Charges and shall not serve a Contractor Notice of Change unless the change involves a demonstrable material increase to its costs or requires a material change to the Contract.
- 3 Either Party may request a Variation provided that such Variation does not amount to a material change.
- 4 The DFE may request a Variation by completing the Change Control Note and giving the Contractor sufficient information to assess the extent of the Variation and consider whether any change to the Charges are required in order to implement the Variation within a reasonable time limit specified by the DFE. If the Contractor accepts the Variation it shall confirm it in writing within 21 days of receiving the Change Control Note.
- 5 If the Contractor is unable to accept the Variation or where the Parties are unable to agree a change to the Charges, the DFE may allow the Contractor to fulfil its obligations under the Contract without Variation or if the Parties cannot agree to the Variation the Dispute will be determined in accordance with clause 36.
- 6 If the Contractor wishes to introduce a change to the Contract it may request a Variation by serving the Change Control Note on DFE.
- 7 The DFE shall evaluate the Contractor's proposed Variation in good faith, taking into account all relevant issues.
- 8 The DFE shall confirm in writing within 21 days of receiving the Change Control Note if it accepts or rejects the Variation.
- 9 The DFE may at its absolute discretion reject any request for a Variation proposed by the Contractor.

Change Control Note

Contract Number		DFE Contract / Programme Manager
Contractor		Original Contract Value (£)
Contract Start Date		Contract Expiry Date

Variation Requested	
Originator of Variation (tick as appropriate)	DFE <input type="checkbox"/> Contractor <input type="checkbox"/>
Date	
Reason for Variation	
Summary of Variation (e.g. specification, finances, contract period)	
Date of Variation commencement	
Date of Variation expiry (if applicable)	
Total Value of Variation £ (if applicable)	
Payment Profile (if applicable) e.g. milestone payments	

Revised daily rate (if applicable)	
Impact on original contract (if applicable)	
Supporting Information (please attach all supporting documentation for this Change Control)	
Terms and Conditions	Save as herein amended all other terms and conditions of the Original Contract shall remain in full force and effect.
Variation Agreed	
For the Contractor:	For the DFE:
Signature.....	Signature.....
Full Name.....	Full Name.....
Title.....	Title.....
Date.....	Date.....

Please note that no works/services described in this form should be undertaken, and no invoices will be paid until both copies of the CCN are signed, returned and counter-signed.

To be entered by the Commercial department:			
Commercial Contact		Reference Number	
Date received		EC Reference	

Schedule 7

Key Personnel and Key Sub Contractors

Key Personnel

The individuals listed in the table below are Key Personnel:

Name	Role	Period of Involvement
Matthew Gordon	CEO	Duration of contract
Michael Brown	Director of Strategy and Operations	Duration of contract
Alan Evans OBE	Head of Marketing and Engagement	Until September 2018 and subject to review and availability thereafter.

Key Sub-Contractors (None)

The Contractor may sub-contract its obligations under the Contract to the Sub-Contractors listed in the table below.

Key Sub-Contractor Name and Address (if not the same as the registered office)	Registered Office and Company Number	Related Product/Service Description	Sub-contract Price expressed as a percentage of total projected Charges over Term	Role in delivery of the Services

Schedule 8

Data, Systems Handling and Security

Definitions

"BPSS"	means the Government's Baseline Personnel Security Standard for Government employees available at: www.gov.uk/government/uploads/system/uploads/attachment_data/file/200551/HMG Baseline P ersonnel Security Standard V3 2 Apr- 2013.pdf
"CESG"	is the United Kingdom government's national technical authority for information assurance, details of which can be found at: http://www.cesg.gov.uk/Pages/homepage.aspx
"Control"	means that a person possesses, directly or indirectly, the power to direct or cause the direction of the management and policies of the other person (whether through the ownership of voting shares, by contract or otherwise) and "Controls" and "Controlled" are interpreted accordingly;
"DFE Assets"	include but are not limited to DFE premises, IT systems and information with a classification up to confidential;
"DFE Data"	a) the data, text, drawings, diagrams, images or sounds (together with any database made up of any of these) which are embodied in any electronic, magnetic, optical or tangible media, and: (i) which are supplied to the Contractor by or on behalf of the DFE; or (ii) which the Contractor is required to generate, process, store or transmit pursuant to the Contract; or (b) which are any Personal Data for which the DFE is the Data Controller;
"Data Processor", "Personal Data", "Sensitive Personal Data", "Data Subject", "Process", "Processing" and "Data Controller"	shall have the meanings given in the DPA;
"IT Security Health Check"	means an assessment to identify vulnerabilities in IT systems and networks which may compromise the confidentiality, integrity or availability of information held on that IT system;

“Malicious Software”

any software program or code intended to destroy, interfere with, corrupt, or cause undesired effects on program files, data or other information, executable code or application software macros, whether or not its operation is immediate or delayed, and whether the malicious software is introduced wilfully, negligently or without knowledge of its existence;

“Security Plan”

the Contractor's security plan.

1. The DFE is the Data Controller and the Contractor is the Data Processor.
2. Both Parties may handle Personal Data and shall comply with their legal obligations under the DPA.
3. The Contractor shall notify the DFE as soon as it becomes aware of any actual or potential data incident or breach of its obligations under the DPA in relation to any Personal Data processed as a consequence of undertaking the Contract.
4. If the Contractor is processing Personal Data as a Data Processor for the DFE as a consequence of undertaking the Contract the Contractor shall:
 - 4.1 Process the Personal Data only to the extent and in such manner as is necessary for the provision of the Services or as is required by law or any Regulatory Body;
 - 4.2 Process the Personal Data only in accordance with instructions from the DFE (which may be specific instructions or instructions of a general nature as set out in the Contract or as otherwise notified by the DFE to the Contractor during the Term);
 - 4.3 implement appropriate technical and organisational measures to protect the Personal Data against unauthorised or unlawful processing and against accidental loss, destruction, damage, alteration or disclosure. These measures shall be appropriate to the harm which might result from any unauthorised or unlawful Processing, accidental loss, destruction or damage to the Personal Data and having regard to the nature of the Personal Data which is to be protected;
 - 4.4 take reasonable steps to ensure the reliability of any Personnel who have access to the Personal Data;
 - 4.5 obtain the DFE's prior written consent before transferring Personal Data to any Sub-Contractors or Associated Companies for the provision of the Services;
 - 4.6 ensure that all Personnel required to access the Personal Data are informed of the confidential nature of the Personal Data and comply with the obligations set out in this paragraph 4;
 - 4.7 ensure that no Personnel publish or disclose any Personal Data to any third party unless directed in writing to do so by the DFE;
 - 4.8 notify the DFE within 2 Business Days if it receives:
 - 4.8.1 a request from a Data Subject to have access to that person's Personal Data;
or
 - 4.8.2 a complaint or request relating to the DFE's obligations under the DPA;
 - 4.9 provide the DFE with full cooperation and assistance in relation to any complaint or request made, including by:

- 4.9.1 providing the DFE with full details of the complaint or request;
 - 4.9.2 complying with a data access request within the relevant timescales set out in the DPA and in accordance with the DFE's instructions;
 - 4.9.3 providing the DFE with any Personal Data it holds in relation to a Data Subject (within the timescales required by the DFE); and
 - 4.9.4 providing the DFE with any information requested by the DFE;
- 4.10 permit the DFE or any duly authorised representative of the DFE (subject to reasonable and appropriate confidentiality undertakings), to inspect and audit the Contractor's data processing activities (and/or those of its agents, subsidiaries and Sub-Contractors) and comply with all reasonable requests or directions by the DFE to enable the DFE to verify and/or procure that the Contractor is in full compliance with its data protection obligations under the Contract;
- 4.11 provide a written description of the technical and organisational methods employed by the Contractor for processing Personal Data (within the timescales required by the DFE); and
- 4.12 subject to paragraph 5, not coause or permit the Personal Data to be transferred in or to any Restricted Country.
5. If, after the Effective Date, the Contractor (or any Sub-Contractor) wishes to Process and/or transfer any Personal Data in or to any Restricted Country the Contractor shall:
- 5.1 submit a request for a Variation to the DFE which shall be dealt with in accordance with the Change Control Procedure;
 - 5.2 set out in its request for a Variation:
 - 5.2.1 the Personal Data which will be Processed and/or transferred to a Restricted Country;
 - 5.2.2 the country or countries in which the Personal Data will be Processed and/or to which the Personal Data will be transferred to a Restricted Country;
 - 5.2.3 any Sub-Contractors or other third parties who will be Processing and/or transferring Personal Data to a Restricted Country; and
 - 5.2.4 how the Contractor will adequately protect (in accordance with the DPA and in particular so as to ensure the DFE's compliance with the DPA) Personal Data to be Processed and/or transferred to a Restricted Country.
6. If evaluating the request for a Variation pursuant to paragraph 5:
- 6.1 the Parties shall consider current policies and guidance of the DFE, Government and the Information Commissioner's Office and any approvals processes in connection with, the Processing and/or transfers of Personal Data to a Restricted Country and/or overseas generally; and
 - 6.2 the Contractor shall comply with any instructions which the DFE may notify in writing.
7. Insofar as the Contractor processes Personal Data for its own administrative purposes, whilst undertaking the Contract the Contractor shall comply at all times with the DPA and shall not perform its obligations under the Contract in such a way as to cause the DFE to breach any of its obligations under the DPA.

8. The Contractor shall:
 - 8.1 employ appropriate organisational, operational and technological processes and procedures to keep DFE Data safe from unauthorised use or access, loss, destruction, theft or disclosure which comply with ISO/IEC 27001 as appropriate to the Services;
 - 8.2 not delete or remove any proprietary notices contained within or relating to DFE Data;
 - 8.3 preserve the integrity of DFE Data and prevent the corruption or loss of DFE Data;
 - 8.4 ensure that any files containing DFE Data are stored on the Contractor's secure servers and/or secured Contractor Equipment;
 - 8.5 ensure that DFE Data relating to the Contract is segregated from other data on its IT systems so that DFE Data can be securely deleted if required;
 - 8.6 not keep DFE Data on any Contractor Equipment unless it is protected by being fully encrypted and password protected and its use is necessary for the provision of the Services;
 - 8.7 ensure that any hard copy is destroyed by cross-cut shredding and secure re-cycling of the resulting paper waste;
 - 8.8 perform secure back-ups of all DFE Data and ensure that up-to-date back-ups are stored off-site. The Contractor shall ensure that such back-ups are available to the DFE at all times upon request;
 - 8.9 not store or host DFE Data outside the United Kingdom or perform any ICT management or support without the DFE's prior written consent;
 - 8.10 ensure that any DFE Data sent to any third party is:
 - 8.10.1 sent by CD or DVD;
 - 8.10.2 fully encrypted and password protected, with the password for files sent separately from the data;
 - 8.10.3 carried by a secure courier or registered postal service (special delivery) and not by e-mail or on USB pens.
9. If DFE Data is held and/or processed by the Contractor, the Contractor shall supply DFE Data to the DFE as requested and in the format specified by the DFE.
10. If DFE Data is corrupted, lost or sufficiently degraded as a result of the Contractor's Default so as to be unusable, the DFE may:
 - 10.1 require the Contractor at the Contractor's expense to restore or procure the restoration of DFEs Data as soon as practicable; and/or
 - 10.2 itself restore or procure the restoration of DFE Data and may invoice the Contractor for any reasonable expenses incurred in doing so.
11. If at any time the Contractor suspects or has reason to believe that DFE Data has or may become corrupted, lost or sufficiently degraded in any way for any reason, the Contractor shall notify the DFE immediately and inform the DFE of the remedial action the Contractor proposes to take.
12. The Contractor shall comply, and shall procure that Personnel comply, with DFE's Security Standards as set out in the annexe to this schedule 8 and the Security Plan.

13. The Contractor shall ensure that the Security Plan fully complies with the DFE Security Standards.
14. The DFE shall notify the Contractor of any changes to the DFE Security Standards.
15. If the Contractor believes that a change to the DFE Security Standards will have a material and unavoidable effect on its costs it may submit a request for a Variation in accordance with the Change Control Procedure. Any request must include evidence of the cause of any increased costs and the steps it has taken to mitigate those costs.
16. Until a Variation is agreed pursuant to paragraph 15 the Contractor shall continue to perform the Services in accordance with its existing obligations.
17. The Contractor shall use the latest versions of anti-virus definitions available to check for and delete Malicious Software from the Contractor's ICT.
18. Notwithstanding paragraph 17, if Malicious Software is found, the Parties shall co-operate to reduce the effect of the Malicious Software and, particularly if Malicious Software causes loss of operational efficiency or loss or corruption DFE Data, assist each other to mitigate any losses and to restore the Services to their maximum operating efficiency.
19. Any cost arising out of the actions of the Parties taken in compliance with paragraph 18 shall be borne:
 - 19.1 by the Contractor if the Malicious Software originates from the Contractor's software, any software owned by a third party or DFE Data whilst under the control of the Contractor; and
 - 19.2 by the DFE if the Malicious Software originates from the DFE's software or DFE Data whilst under the control of the DFE.

ANNEX to Schedule 8

DFE SECURITY STANDARDS

1. The Contractor shall comply with ISO/IEC/27001 and ISO/IEC27002 or equivalent standards.
2. The Contractor shall apply the Government's Protective Marking Scheme ("GPMS") in respect of any DFE Data it handles in the course of providing the Services. If the Contractor has an existing protective marking scheme it may continue to use this but must map the GPMS against it to ensure the correct controls are applied to DFE Data.
3. Any electronic transfer methods across public space or cyberspace must be protected via encryption which has been certified to FIPS140-2 or certified under a CESG (e.g. CAPS or CPA) or CESG-endorsed scheme and the method shall be approved by the DFE prior to being used to transfer any DFE Data. If the transfer, handling removable media or handling of portable ICT Equipment involves bulk personal data the encryption shall be certified under a CESG (e.g. CAPS or CPA) or CESG-endorsed scheme.
4. Any portable removable media (including but not limited to pen drives, memory sticks, CDs, DVDs, PDPs and USB devices) used to handle, store or process DFE Data, Personal Data and/or Sensitive Personal Data in connection with the Service, shall be under the configuration management of the Sub-Contractor providing that part of the Service, shall be necessary to deliver the Service, and shall be full-disk encrypted using a product certified to FIPS140-2 or under a CESG (e.g. CAPS or CPA) or CESG-endorsed scheme. Should the transfer or handling of portable ICT involve bulk Personal Data the encryption shall be certified under a CESG (e.g. CAPS or CPA) or CESG-endorsed scheme.
5. All portable ICT (including but not limited to laptops, PDAs, smartphones) which handle, store or process in any way DFE Data to deliver and support the service, shall be under the configuration management of the Sub-Contractor providing that part of the Service, shall be necessary to deliver the Service, and shall be full-disk encrypted using a product which has been certified to FIPS140-2 or under a CESG (e.g. CAPS or CPA) or CESG-endorsed scheme. If the transfer or handling of portable ICT involves bulk Personal Data the encryption shall be certified under a CESG (e.g. CAPS or CPA) or CESG-endorsed scheme.
6. All paper documents containing DFE Data shall be:
 - a. securely protected whilst in the Contactor's care and securely destroyed when no longer required using a cross-cutting shredder and/or a professional secure waste paper organisation; and
 - b. transmitted, both within and outside the Contractor's premises, in such a way as to ensure that no unauthorised person has access.
7. At the end of the Term or if ICT fails or becomes obsolete, all ICT holding DFE Data shall be securely cleansed or destroyed using a CESG approved product or method. If this is not possible for legal, regulatory or technical reasons the Contractor shall protect the ICT until such time as it can be securely cleansed or destroyed.
8. Access by Personnel to DFE Data shall be confined to Personnel who need to know because their access is essential for the delivery of the Service. All Personnel with direct or indirect access to DFE Data must be subject to pre-employment checks equivalent to or higher than the BPSS.
9. Personnel who handle DFE Data must have annual awareness training in protecting information.
10. The Contractor shall have robust business continuity arrangements and processes including disaster recovery plans and procedures compliant with ISO22301 to ensure that the delivery of

the Contract is not adversely affected if there is an incident.

11. Any non-compliance with DFE Security Standards, or any suspected or actual breach of the confidentiality or integrity of DFE Data being handled in the course of providing the Services, shall be immediately escalated to the DFE.
12. The Contractor shall ensure that any systems and hosting environments that are used to hold DFE Data being handled, stored or processed in the course of providing the Services are subject to IT Security Health Checks at least annually. The Contractor shall inform the DFE if there are any results of IT Security Health Checks which are relevant to the Service and shall promptly complete any necessary remedial work which is identified.
13. The Contractor shall keep an audit trail of where the DFE's Data is held, including all ICT. The DFE may audit the Contractor with 24 hours' notice in respect of the Contractor's compliance with this schedule 8.

Schedule 9

Commercially Sensitive Information

Declaration of Confidential and Commercially Sensitive Information

Please provide below any information that the Department for Education (DfE) has requested within this Invitation to Tender (ItT) that the tenderer feels is commercially sensitive and explain (in broad terms) what harm may result from disclosure and the time period applicable to that sensitivity.

Relevant Section / paragraph	Supporting rationale
	No commercially sensitive information to declare for inclusion in Schedule 9.

Schedule 10

The Contractor's Solution

10.01

Over the contract period how would you promote the Care Leaver Covenant to a) businesses b) voluntary sector organisations c) 152 local authorities and care leaving services?

Answer

Over the contract period we will promote the Care Leaver Covenant by targeting potential signatories nationally, regionally and locally.

1.1. We will work with umbrella and sector/industry led bodies to inform them about and engage them in promoting the Covenant to their membership. This will entail delivering comprehensive briefings and promotional information informing them about the Covenant, the outcomes it aspires to achieve, roles, opportunities and describing how their members can engage with it. We will work with the DoE and sector bodies to produce bespoke sector specific promotional materials. We will disseminate this via electronic mail and professional and trade journals, attendance at events to deliver presentations or mount a stall, partnership working to organise dissemination events and signposting to named members considered to be warm candidates for the Covenant.

1.2. We will take part in regional and local roadshows working with sector bodies e.g. the Local Enterprise Partnership Network that supporting the 39 LEPs. We will work with the Department of Education's 12 Opportunity Areas and established event organisers locally such as the Findit in Birmingham Breakfast Meetings which are held monthly and open to the business, public and voluntary sectors. Collaborative working arrangements will include appearing as the main or supporting presenter at events, sponsorships for planned events partnership working to organise one-off events or multiple events across a region. In all cases we will seek to balance costs (time and financial) with potential returns (number and diversity of potential signatories reached, geographic and sectoral distributions and the range of interest across the five outcomes).

1.3. Spectra First is already working in relationships with organisations that can create gateways to warm prospects for Covenant sign-ups. For example, OnSide Youth Zones are 'inspiring, safe and affordable places for young people to go. Currently there are fourteen youth zone projects and a target to reach twenty by 2020. The OnSide business model includes philanthropic giving from patrons in the private and not for profit sectors. These patrons (circa 25 per project) are already demonstrating support for young people and are considered to be 'warm' candidates for signing up to the Covenant offers. Similarly through Spectra First's CEO role as an Industrial Chaplain we have access to a wide range of businesses supported through national networks of industrial Chaplains. Previous discussions between our CEO and businesses supported through the Black Country Urban Industrial Mission e.g. JLR, OCS and Marstons have been very constructive in raising awareness and securing commitments to offering work experience placements and substantive employment opportunities. Again, these are considered 'warm' candidates to be approached through our existing access routes.

1.4. The Social Value Act creates an opportunity to explore how local authorities can include reference to the Care Leaver Covenant and offers in the range of social value contributions prioritised in their commissioning processes. We propose to recruit 10-12 local authorities to conduct an action learning pilot, the results from which can be used for national promotions and roll-out.

1.5. Press articles to announce key achievements and social media to establish four-way dialogue between Spectra First as the delivery partner, Covenant

signatories (actual and potential), care leaving services and care leavers.

1.6. Spectra First will establish an annual event to recognise achievements and celebrate good practice by Covenant signatories and care leavers.

Promotional Strategy objectives

Our promotional strategy starts with differentiating between potential signatories to the Covenant and organisations who will promote take up of Covenant offers by care leavers. Some elements of our strategy will be common to both and others customised according to need. We recognise and account for the possibility that in some cases an institution e.g. a local authority, could assume both roles, delivered through different departments. Our strategy has three objectives :

1. To raise awareness of the Covenant and how to engage with it as a Covenant signatory.
2. To raise awareness of the Covenant and how to encourage take up by care leavers.
3. To promote successes and good practice.

Potential Covenant signatories

Under this heading we include businesses, voluntary sector and public sector organisations that have the potential to offer support to care leavers that contributes to achieving one or more of the five Keep on Caring outcomes. Each of these sectors has its own infrastructure and access routes. For example, businesses enjoy the support of Local Enterprise Partnerships, Chambers of Commerce and trade /professional associations such as the Construction Industry Training Board and the Institute of Directors. The voluntary sector is served by national infrastructure organisations like the National Council for Voluntary Organisations and the Association of Chief Executives of Voluntary Organisations. Within the public sector there is the Local Government Association, National Citizens Service and other valuable networks. Our activities will work with existing infrastructure and support organisations through three broad groups of promotional activities.

The promotional messages running through these activities will be -

- the Care Leaver Covenant - strategic context, business case, social mobility, outcomes, case studies
- forms of engagement
- availability of support from Spectra First to develop, promote and administer the Covenant offer.

Promotions to care leaving services

Under this banner we include public, private and voluntary sector care leaving services. Our goal is to ensure that care leaving teams (including Personal Advisers) are aware of the Covenant, understand both its objectives/outcomes and how to encourage take up by care leavers. To achieve this we propose to:

- a) introduce the Covenant to heads of service through postal or electronic mailshots along with our proposals for local events targeting care leaving team managers
- b) follow-up telephone calls for referrals to named individuals for further contact;
- c) organising and delivering sub-regional promotional events for clusters of care leaving team managers e.g. based on city regions;;

The promotional messages will revolve around the Covenant as described above and the specific role that we will be asking care leaving team to fill. Provisionally this role will entail -

- promoting the Covenant to care leavers
- Processing requests for the Care Leaver Covenant Privilege Card/Status
- aligning Covenant offers to care leavers' Pathway Plans
- encouraging the take up offers
- submitting monitoring information about care leavers awareness and take-up of offers
- monitoring the impact of offers on care leavers

We would also share our proposals for user engagement through a Care Leavers' Forum on inviting feedback engagement models and any good practices already in place.

Promotional materials

Our promotional activities will be supported with a brand label, promotional stands, merchandising products, printed promotional information and 'How to' guides. All of which would direct users to the additional information contained on the gov.uk website.

10.02

How would you identify:

- a) businesses and other organisations (in the voluntary and even the public sector) at a national and regional/local level to recruit? Please state if there are particular types of organisations you would prioritise to sign up to the Covenant in years 1 and 2.
- b) the types of Covenant offers you would ask these businesses and organisations to provide and how you judge the suitability and quality (meaningfulness) of offers in relation to the 5 outcomes in 'Keep on Caring'.

Answer

This stage focuses on selecting businesses and organisations to target for Covenant signatures. The Covenant is an exciting opportunity, nevertheless to secure signatories we are aware that first, we must embed an understanding of the core issues confronting care leavers and the rationale for change.

Our year 1 strategy begins with establishing a user focus group/forum through which care leavers can contribute to identifying companies whom they agree are most likely to offer a tailored menu of benefits. For example, furniture retailer e.g IKEA could offer huge savings for care leavers when they spend their 'leaving care grant' in store. Similarly, a financial institution (HSBC, Credit Union) could offer care leavers support to hone their financial capabilities. Engagement will be congruent and purposeful and we will monitor performance of forum members in order to expand their wider contribution into new areas. e.g. Covenant ambassadors.

The characteristics of businesses and organisations to be targeted in year one are –

- a) Private sector -
 - i) sectors where care leavers can identify a clear benefit for engagement e.g. housing, furnishing and DIY, education, leisure, clothing and ICT.
 - ii) 'warm' businesses (local) i.e. businesses already known to support young people such as the OnSite patrons, companies supported by industrial chaplains and companies signposted through youth focussed organisations such as the Prince Trust
 - iii) 'exemplar' businesses (national chains) i.e. those whose names could be used to inspire other companies.
- b) DfE opportunity Areas
 - i) businesses and organisations
- c) Voluntary sector -
 - i) Targeting (in association with national umbrella organisations covering the sector as a whole, the care sector and specialist equalities organisations) large not for profit organisations in priority sectors as above.
We have illustrated a typology of Covenant offers and with input from the care leavers' forum
we will develop a menu of practical offers that they would find appealing and would contribute to one or more of the five key outcomes. We will match these offers with the
businesses and organisations as identified above (and after completing the appropriate due diligence checks and CSR track records) to design tailored 'pitches' for subsequent introductory meetings.

Our year 2 strategy involves ongoing rollout across the priority sectors, businesses and organisations as above and the introduction of activities targeting sectors closely aligned to Covenant outcomes e.g.

employment outcome - businesses and organisations in growth sectors

education and training outcome - higher education institutions and training organisations

financial stability outcome - financial services and social landlords

independent living outcome - social and private housing landlords

health outcome - public health and leisure/recreational establishments

Year 2 businesses and organisations will be subject to the same due diligence and CSR checks and approached with tailored pitches as described above.

10.03

What would be your process be for engaging and recruiting organisations at a national and a regional/local level to sign the Covenant and making quality offers that are meaningful for care leavers and relate to one or more of the five outcomes in Keep on Caring?

Answer

By the time we start to engage organisations, we will already have knowledge of the companies, CSR track record, the type of offers they could potentially make and the outcomes to which the offers would contribute. Our engagement process is presented in a linear fashion, nevertheless we will accommodate for :

- (i) different engagement points in the strategy e.g. organisations already in support of care leavers.
- (ii) provide for iterations e.g. in the event of staff changes, or rolling out of offers into new areas.

The main stages in our engagement process are described below.

- i. Follow up leads developed through the promotional activities.
- ii. Visits to senior members of the business or organisations to promote the Covenant and to illustrate potential offers that they could make. Where leads have not already been collected, through our due diligence checks (including safeguarding issues) we will have identified named contacts for the initial approach in each of the target organisations. These visits will seek high level in-principle agreement to becoming a signatory and referrals to designated staff to develop the details of the offers.
- iii. Further meetings/briefings with staff members designated to develop the Covenant offers. Our input into these meetings will be informed by representations made by care leavers through the care leavers' forum. Through those representations ideas will have been generated and tested for viability, potential take up, impact and contributions to the five outcomes. This testing process will enable us to develop a suite of indicators for future use in benchmarking the suitability of prospective offers.
- iv. At a practical level, our approach to negotiating offers with organisations will aim to maximise the scale and reach within their organisational scope. We will present opportunities to scale up provision as capacity and confidence increases.
- v. Finalise the offer and obtain organisational sign-off.
- vi. Commissioning meeting to formalise the offer in a memorandum of understanding.
- vii. Promote the offer among PAs and care leavers.

Our Regional Business Managers (North, Midlands and South) will organise the visits and support the development work.

Through our preparatory due diligence checks, review of safeguarding and recruitment policies complete with organisational visit, we are confident in our ability to identify to all relevant risks. If concerns do arise these will be escalated to Spectra First's Director of

Operations for resolution which could include raising our concerns with the senior HR representative. At this stage a decision would be made on how best to proceed.

Capturing and disseminating information about Covenant offers

11.01

How would you maintain a record of the organisations signing the Covenant, including a) a what each signatory is offering b) to how many care leavers and c) the duration of the offer d) ongoing commitment over time to the Covenant?

Answer

Each business or organisation will sign a memorandum of understanding setting out -

- standard terms applicable to all Covenant signatories
- the nature of the offer proposed -
 - typology
 - description
 - location/reach
 - target number of care leavers taking up the offer
 - date and duration of the offer
 - how to take up the offer
 - assistance provided e.g. protective clothing for work placements
 - outcomes pursued
- monitoring arrangements (light touch but meaningful) -
 - reporting frequencies
 - demographic data on take up
 - care leavers' performance (where applicable)
- forward plans -
 - implications for continued delivery e.g. no change, revised delivery methods, scaling up/down, expansion into other regions, adding further offers

The monitoring arrangements will be negotiated during the commissioning meeting with the signatory's designated representative. During this process we will invite the representative to identify any potential obstacles to collecting monitoring information so that we can either resolve them, provide additional support for collecting the required information or if absolutely unavoidable withdraw them. By the time the negotiation concludes we will be confident that the agreed monitoring information can be collected, recorded and submitted to us.

To aid recording and submission, we will offer online reporting through a bespoke information management system. The system will allow organisations to record monitoring information and create reports of their activities. They will not have access to any other organisation's monitoring information. Subject to the Department's Internet protocols we will also grant it access to the database for the purpose of accessing up to date information and producing reports.

We will use monitoring to track performance with offers and to detect any material variations (favourable or adverse) from the agreed targets. In so doing, we can work with the signatory and/or PAs to take remedial action to bring performance back up to profile. Conversely if performance is over target we will explore the organisation's capacity to sustain the higher level of take up, Should it not be sustainable, with the signatory's consent we would explore the potential for recruiting another organisation to become a signatory providing the same or similar offer.

The sign up to the Covenant is complete once the following have been confirmed -

- i. the offer and its contribution to one or more of the five outcomes
- ii. deliverable by the organisation
- iii. accessible by care leavers
- iv. due diligence checks
- v. signed memorandum of understanding.

11.02

What would your role be in making sure that care leavers access offers made through the Covenant? In your answer, please comment on the role you would expect local authorities and particularly Personal Advisers to play (e.g. in helping eligible care leavers take up offers) and how you would

encourage this.

Answer

Our role in promoting take up of Covenant offers is two-fold

1. Empowering care leaving teams to promote the Covenant and encourage take up by care leavers

The role of the Personal Adviser is to ensure a care leaver is provided with the correct level of support. Their relationships with care leavers and the statutory requirements for Pathway Plans and local offers for care leavers, afford opportunities to promote the practical benefits of the Covenant and the offers available. Our role provides support through inductions, advice, support materials, illustrations of offers and peer group learning, ensuring that PAs routinely monitor Covenant offers and align them to 'care leaver' Pathway Plans and notifying care leavers accordingly.

To fulfil this objective we will -

- i. Deliver a programme of roadshows across our four regions (North, Midlands, London and South) to inform care leaving team managers about the Covenant, how it works, their expected role in its implementation and the outcomes it is designed to achieve. The events will involve workshop activities where we invite team managers to consider the following (indicative) issues -
 - a) cascading information to personal advisers - processes, problems, solutions and desirable support resources
 - b) aligning offers to Pathway Plans - e.g. using the Setting Up Home Allowance at Covenant signatory (e.g. a DIY store) that is offering discounts to care leavers
 - c) promoting offers and benefits to care leavers
 - d) monitoring arrangements that are productive but not burdensome.
 - ii. Supply promotional information to aid cascading to care leaving team members
 - iii. Prepare guidance sheets consolidating feedback on the four topics listed above (a) - (d)
 - iv. Provide remote access via a telephone help line
 - v. Provide problem solving support to address any barriers to accessing Covenant offers
 - vi. Implement an ongoing CRM function with care leaving team managers
2. Direct promotions

A second role is direct promotion of Covenant offers to care leavers. These promotions will be to care leavers as a whole rather than the targeted promotions that PAs can undertake. We will use social media to promote offers and provide an accessible point of entry. e.g. online enquiry form, to share good news stories and mini case studies and to stimulate conversations that include care leavers, PAs and Covenant signatories.

11.03

What mechanism will you put in place to ensure that care leaving teams across 152 local authorities and care leavers receive timely information about the offers available and in a form that was easy for them and care leavers to access? Please explain why what you propose will work as the most appropriate way to promote the offers made and access them.

Answer

Spectra First Regional Managers (North - North West, North East and Yorkshire and the Humber; Midlands - East Midlands, West Midlands and East of England; London; and the South - South East and South West) will have responsibility for the ongoing customer relations management (CRM) in their respective regions. Starting with supporting teams to develop Covenant offers Regional Managers will build relationships with care leaving teams through remote telephone support, e-mail and site visits to assist in delivery, internal monitoring and performance reviews.

Within the CRM function, Regional Managers will -

- ensure that care leaving teams (or team managers on behalf of their teams) are signed up to receive weekly updates of live offers
- build a database of expressions of interest/desirable offers notified to PAs by care leavers and subsequently notified to Regional Managers by team managers
- target individual team managers with information about specific opportunities where corresponding expressions of interest have been received
- notify team managers of provisional and impending offers so they can start promoting them to care leavers

Effective CRM builds trust and opens up lines of communication. This is critical to the success of the

data sharing process. Timely information about care leaver benefits will enhance effective targeting and distribution of promotional offers to the care leaving teams.

The twelve Opportunity Areas are an example of the Department's stakeholder networks. Their role to build young people's knowledge and skills and to ensure they get effective careers advice and better opportunities is consistent with the five Keep on Caring outcomes. We intend to build relationships through inductions, establishing referral processes. In so doing, care leaving teams can be notified of interests identified among care leavers in their respective locations.

The support to care leaving teams outlined above will ensure that teams are equipped to provide timely information about offers. In addition, we propose to -

- introduce a facility for care leavers to register their interests, so as and when suitable offers become available we can notify them in a timely manner;
- promote new opportunities through our social media platforms.

Such facilities will be accessible through smartphones, tablet and additional tech devices.

Spectra First will introduce a Covenant Privilege scheme similar to (NUS card, Unidays). Through our scheme we seek to extend the benefit afforded to students in further and higher education with clear everyday offers. In most cases, it is likely that presenting information demonstrating Covenant membership will be sufficient to unlock the offers. To facilitate this, all care leavers will be issued with a Covenant Privilege Card/Smart Phone voucher carrying their name, membership number and expiry date. We will ask looked-after transitions teams to notify us of all impending care leavers so that we can prepare and issue the Privilege Card prior to their 18 birthday. Following consultation with several local authorities, Spectra First are confident of privilege scheme sign up, as feedback concluded the following : The privilege card would be best introduced in conjunction with the spending of their 'leaving care' grant. Possession of Privilege status via card/smart phone will be deemed proof of membership.

11.04

How will you promote the offers made through the Care Leaver Covenant at a national and a local level to care leavers and why is your proposed methodology the most appropriate?

Answer

We are fully committed to engaging care leavers in the design of promotional and engagement activities. This will be a role for the national Covenant Care Leavers' Forum (to be established).

Without prejudice to recommendation coming from the Care Leavers Forum, promote of offers made through the Care Leaver Covenant will be implemented through five complementary channels.

Mobile advertising

We propose to take advantage of trends in mobile advertising. A PWC report forecasts that mobile advertising will be one of the largest and fastest growing sectors over the next 5 years and will account for over half of all internet advertising spend in 2021. (PWC Digital Advertising in 2021). The Mobile Consumer Survey 2016 reports that 91% of 18-44 year olds have a (ever present) smartphone (Deloitte's sixth annual Mobile Consumer Survey). Putting these two findings together, we will present this research to the Care Leavers Forum for discussion and development - e.g. promoting offers through a dedicated Care Leaver Covenant app. We will also invite the Forum to suggest other forms of communication, particularly ones that might bring them into contact with Covenant signatories e.g. through networking events.

Social media

We will use social media to raise awareness of the Covenant and to promote offers. All offers (national, regional and local) will be posted through the same social media channels to prompt the spread of marketing information in different regions.

Care leaving teams

Through review meetings with care leavers, Personal Advisers monitor care leavers' progress against their Pathway Plans. They are able to see where progress has been achieved or where it may be improved. For example, a care leaver may be required to relocate out of borough to take up a new job opportunity. Using this facility, the Personal Adviser will be able to notify the care leaver of Covenant offers relevant to the circumstance. Thus, it is our responsibility to ensure that care leaving teams have up to date information to enable them to promote offers to care leavers.

Promotion by Covenant signatories

We want to encourage and support Covenant signatories to promote offers and benefits through their customary channels of communication. This could be as simple as erecting a plaque announcing 'Care Leaver Covenant Privilege Card welcome here' and featuring the Covenant in the corporate social responsibility (CSR) reports and CSR sections of their websites and social media.

Promotion by the Departments stakeholder networks

Work with the likes of CITB, EHRC, Engineering Construction Industry Training Board and more.

11.05

Outside of formal reporting arrangements how will you work with the Department to ensure clear and timely communications about the Covenant and to deal with any press/publicity issues that may arise? Please explain how local and national 'intelligence' about Covenant offers would be communicated to the Department.

Answer

We appreciate the Department's need for timely information, not just for the purpose of efficient contract management but also for the purpose of informing policy and politicians. To ensure that this is achieved, we propose a number of informal arrangements through which

- i. Open and fluid communication channels with relevant personnel;
- ii. the Department can access information in real time;
- iii. collaborative troubleshooting and problem solving

We expect the formal communications protocol to cover -

- named individuals responsible for communications
- respective roles
- approvals protocol for press releases initiated by Spectra First
- use of websites and social media
- monitoring information
- attendance at Department events (including press briefings)
- escalating issues

The informal arrangements we propose include -

- Weekly scheduled telephone updates to -
 - communicate new sign-ups and offers, highlights, exceptions, emerging issues, trends, gaps, troubleshooting and any corrective action proposed;
 - invite signposting from Department to new opportunities or alerts to potential threats
 - learn about any impending news items coming from the Department
 - notify the department of any upcoming events with recommendations about opportunities for Departmental representation
- Unscheduled telephone updates where a situation is time-sensitive or there has been a particular achievement
- Accompanying Department staff to meetings (internal and external e.g. with high profile candidates for Covenant sign up)
- Giving controlled access to an online dashboard where a nominated individual can view and interrogate main matrixes of participation, distance travelled, offers taken up, duration of participation, work related activities and outcomes.
- Drafting briefings/updates for ministers
- Other means to be considered upon request

Our aim is to anticipate the Department's information needs and to satisfy them in a timely manner. We are sensitive to the fact that some information needs will be unforeseen and will need an urgent response. This is built into the informal arrangement listed above.

Using data to measure impact

12.01

How will you measure impact: whether the offers being made are of benefit to care leavers and help them achieve one or more of the five outcomes in Keep on Caring?

In particular you should address how will you monitor the following:

- the geographical spread of offers
- the range of different types of offer
- the number of care leavers who are currently benefiting from offers or who have benefitted
- how many care leaving services are a) aware of the Care Leaver Covenant and b) how to

take advantage of offers made.

Answer

The purpose of the Covenant is to assist care leavers to achieve one or more of the Keep on Caring outcomes. Spectra First will ensure that this is achieved through a seamless process from launch, access and delivery of the offer. To facilitate this, our support to organisations in developing their offer benefits will involve -

- preparing a timeline to show when the offer will go live
- a (brief) delivery plan to show the offer will be accessed and delivered
- assessment of resources - availability and expertise
- undertaking a risk management exercise to enable risk reduction and contingency
- plans to be put in place.

These measures will minimise the risk of barriers to take up or delivery of offers and through our monitoring processes we will be informed of any protracted periods where offers are left dormant. In the event of this we will return to care leaving teams to investigate reasons why and take action accordingly.

Our methodology starts with ensuring information is captured promptly and cost-efficiently. The memorandum of understanding that we negotiate with Covenant signatories will specify monitoring information needs and reporting formats. At the point of negotiation we will also offer support to develop monitoring systems that will minimise bureaucracy and costs for the signatory while yielding the information required.

We will use quantitative information to measure -

- take up by sector
- volume and range of offers (indexed through a classification to be agreed with the Department)
- geographic spread
- take up - including demographic information about care leavers
- care leaver origins - i.e. the local authorities referring the care leaver to the
- Covenant

We will use this information to direct future activity. For example, if our monitoring reveals a disproportionately low level of Covenant signatories in Yorkshire and the Humber, or a low rate of take up of offers emanating from the leisure industry, we can target corrective action accordingly.

Take up is a measure of activity rather than impact. Achievement is the ultimate success but distance travelled (intermediate impact) is also a success. The tools that we will use acknowledge this and draw on social mobility indicators to enable us to measure and report intermediate impacts. In order to measure impact we propose to institute the qualitative measures outlined below.

vi. Tracking - over the life of the contract we will stagger recruitment of 20 care leavers (who have taken up offers) and track their progress through quarterly telephone interviews. These interviews will use a standard questionnaire designed to collect information against key performance indicators developed for each of the five outcomes. Through this we will be able to track progress, recording intermediate impacts and achievement of Keep on Caring outcomes.

vii. Consultations with care leaving teams to obtain qualitative information about care

leavers' progress and the difference that take up of a Covenant offer has made.
viii. Consultations with Covenant signatories to receive qualitative feedback about the difference they believe their offers are making to care leavers.

Our own records will show which care leaving teams have attended briefings and should therefore be aware of the Covenant. Where there are gaps, we will aim to negotiate dates for one-off events for team managers who were unable to attend any of the scheduled events.

The information we collect about origins of care leavers taking up Covenant offers will provide prima facie evidence of care leaving services' awareness of it and how to take advantage of offers made. To supplement these sources of information, firmer evidence will be collected through Regional Managers' ongoing CRM functions - contact with team managers by email, telephone, visits and attendance at events. These contacts will enable us to identify if care leaving teams are having any difficulties converting awareness into practical actions that lead to take up. Our role is to help them overcome any difficulties if the resolution is within our jurisdiction.

12.02

How will the required bank of case studies will be identified, reviewed and refreshed over time and quality assured for content and continued relevance?

Answer

At the outset we will design case study templates and information gathering methodologies. The templates will set out what we aim to report through the case studies with generic heading supported by information prompts. This process will be used to design case study approaches for both target groups - care leavers and organisations making offers. As a good practice protocol we would share the templates and methodologies with the Department and invite feedback.

In relation to care leavers, we have previously outlined a process for tracking the impact the Covenant is having on a cohort of 20 care leavers over the two years of the contract. Information gathering for the care leavers' case studies will share this process, building in additional questions reflecting the information needs agreed in the template. Subject to consent from the care leaver, information to support individual case studies will also be sought from care leaving teams and organisations whose offers are being accessed. Input from care leaving teams is valuable in providing context and setting a baseline and in reporting their observations of the difference the Covenant is making and how care leavers are progressing against the five outcomes. The rolling programme of case studies will ensure that they are refreshed and kept up to date.

In the selection of candidates for case studies we will work with care leaving team managers to ensure achievement of a regional spread, a demographic mix and a balance against the five outcomes.

Spectra will seek to target case study information from organisations whose offers are both accessed and benefited from. Information obtained through our monitoring processes will ensure indicative coverage in the following areas :-

- i. Nature of business and location (region)
- ii. Rationale for signing up to the Covenant and process
- iii. Selection of Covenant offer - rationale and process
- iv. Gearing up to deliver the offer
- v. Delivering the offer
- vi. Impact on the organisation - learning, sustainability of the offers, future offers

Information will be gathered through face to face onsite visits and reviewing monitoring information collected from the case study subject,

In both cases, quality assurance will be achieved through -

- a) using a quality assured template and information gathering methodology;
- b) training Regional Managers in the use of the case study template, information gathering methodologies and writing up case studies;
- c) case studies being signed off by the Head of Marketing and Communications prior to publication;
- d) random sampling by the Director of Operations

12.03

What data will you collect and use to monitor the take up of each organisation's offer and how will this be done? In particular, what process will be put in place to check that organisations deliver on promises they make and the quality of experiences care leavers taking up offers have.

Answer

Monitoring information

MOUs aggregated to create monthly rolling delivery plan showing -

- a) Signatory
- b) Location
- c) National/local
- d) offer
- e) target numbers
- f) delivery timescale - open, episodic, one-off
- g) outcome

Working with signatories

- a) Assist to develop and scale offer, plan resources to deliver it, disseminate information internally to personnel involved in/affected by its delivery,
- b) Support to develop monitoring systems -
 - i) Quantitative information to be collected
 - ii) Qualitative information as appropriate to the offer - e.g. number of care leavers who say they are confident about managing personal finances after attending a personal budgeting course delivered by a covenant signatory
- c) Advising signatories of a care leaver who will be available to take up an offer e.g. a student enrolling at a college where the college is a covenant signatory providing a dedicated PA for care leavers (information must flow from local authority PAs in good time for this to happen).
- d) Assistance in monitoring take-up - numbers against target, milestones achieved/missed, analysis of differences, assistance with planning internal remedial action, exploration of Spectra First's role in remedial action e.g. referral to PAs, targeted promotional activities

Monitoring offers

- a) the geographical spread of offers, range of different types of offer and number of care leavers targeted contained in MoU
- b) monthly figures from LAs on the number and demographics of who has been made aware of the Covenant (issued with a privilege card), levels of interest among care leavers, number of offers taken
- c) analysis of take up of privilege scheme,
- d) monthly sampling of care leavers for -
 - i) awareness of covenant
 - ii) awareness of offers
 - iii) how/when/where they monitor updates on Covenant offers
 - iv) take up
 - v) reasons why/why not
 - vi) benefits
 - vii) contribution to outcomes
 - viii) experience of engaging with the covenant provider
 - ix) improvement opportunities
- e) tracking - unique reference number, code, Keep on Caring number, track each provider, each offer, each care Leaver against this database of offers.

Contribution to achieving 5 key outcomes

- a) Negotiated and aligned in MoU
- b) Flexibility to add new offers/extend an offer into additional outcomes

Performance and programme management

13.01

What internal performance and programme management arrangements will you put in place to ensure you are able to provide information that is required monitor performance against indicators and targets?

Answer

The Director of Strategy and Operations is responsible for performance management and reporting to the Department. Our performance management cycle is designed to -

- i. record performance targets
- ii. record actual levels of performance

- iii. highlight material variances from targets
- iv. prompt corrective action
- v. update performance targets

Recording performance targets

We will design and use a bespoke Care Leaver Covenant Management System (CLCMS) to record Covenant signatories and the details of their offers. Data from memoranda of understanding, Regional Managers' development work with existing, prospective signatories and Privilege Cards issued, will be fed into the CLCMS. This will allow us to maintain an up-to-date profile and projections for -

- Covenant signatories
- Locations
- sectors
- offers available
- targeted outcomes
- prospective Covenant signatures
- offers under development
- due diligence checks completed
- number of care leavers aware of the Covenant
- care leavers satisfaction levels

At this stage through the CLCMS we will be able to identify gaps in provision and feed this information into forthcoming promotional and development activities.

Recording actual levels of performance

Signatories' monthly/quarterly monitoring information will be entered into the CLCMS along with updates collected from care leaving team managers and through our monitoring activities with care leavers. From this, we will be able to prepare reports showing actual performance against the headline KPIs. The CLCMS will have the capability to interrogate data by individual and multiple fields e.g. take up of offers under the health outcome in the North West, or the contribution made by the Care Leaver Covenant to achieving regional targets for increasing the number of care leavers in employment in Cumbria.

Highlighting material variances

The CLCMS will allow us to produce reports showing variances from target levels of performance. We will build in tolerance levels to accommodate minor variances from such targets. variances Beyond agreed tolerance levels (favourable or adverse) will be considered material and subject to investigation.

Prompting corrective action

Corrective action will be implemented where either gaps have been identified in the profile of offers or performance is materially different to the profile. Corrective action could be in the form of increasing our support to signatories, promotional activities to attract new signatories, targeting under-represented sectors, outcomes, regions or sections of the care leaver population, further support to care leaving teams to promote Covenant offers or exploring incentives to increase take up by care leavers. This list is not exhaustive and any discussions on corrective action will be developed in consultation with the Care Leavers' Forum.

Updating performance targets

We will update our performance targets and monthly profiles as plans change, our development work yields new signatories and new businesses and organisations commence the process of becoming a Covenant signatory.

At any stage in this cycle, the CLCMS can produce high level and detailed reports. The CLCMS will be more than capable of handling the reporting requirements expressed and responding to additional information requests that might come from the Department or its approved stakeholder network.

14.01 Please explain the following:

- 1) Number of key staff roles to deliver the Care Leaver Covenant project?
- 2) What will each of their job roles involve and what levels of seniority will each have?
- 3) How will you ensure there are Covenant offers for care leavers in each region of the country?

There will be seven key staff roles to deliver the Care Leaver Covenant

- 1x Director of Strategy and Operations,
- 1x Head of Marketing and Communications,
- 1 x Policy & Research Manager
- 4 x Regional Business Managers

Director of Strategy and Operations will be the senior officer with overall responsibility for the contract. The role will involve -

- Contract management
- Liaison with and reporting to the Department
- Programme development and management
- Budget management
- Staff management
- Partnership development

Head of Marketing and Communications will provide strategic and operational direction for all aspects of promotional activities and communications. The role will involve -

- Preparing a marketing and communication strategy
- Commissioning the design of promotional and information resources
- Establishing a Covenant brand
- Event management
- Manage the CRM function .
- Disseminating information about offers through the weekly mailing
- Supporting care leaving teams to promote Covenant offers to care leavers
- Administering the Care Leavers, Covenant Privilege Card
- Managing digital media
- Issuing press releases
- Supporting the Department's publicity and promotional activities.

Policy & Research Manager will be responsible for performance and impact monitoring. The role will involve -

- Design of monitoring systems and resources
- Designing and implementing a programme of customer satisfaction and impact surveys
- Programme monitoring
- Preparing monitoring reports
- Establishing and servicing the Care Leavers Forum
- Monitoring trends among care leavers
- Monitoring public policy and programmes for care leavers

Regional Business Managers (North, Midlands, South, London) will promote the Covenant and take up of offers within their respective regions. The role will involve -

- Representing the programme in their regions
- Organising and delivering promotional events (for prospective signatories, Department stakeholders and care leaving team managers
- Supporting Covenant signatories to develop Covenant offers
- Undertaking due diligence checks
- Trouble shooting and problem solving
- Ensure there are Covenant offers for care leavers in their regions (and hence across the country)
- Processing offer descriptions for promotion
- Supporting care leaving teams to promote Covenant offers and take up by care leavers
- Customer relations management (CRM)
- Preparing case studies

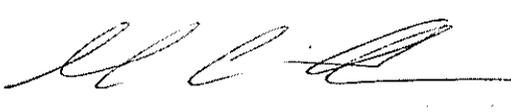
Schedule 11

Clarification responses

Spectra First: Care Leaver Covenant proposal: clarification questions: 5 October 2017

Question	Point of clarification
General	<p>How are users authenticated and their identities verified? And are any associated costs fully covered in the cost matrix submitted as part of your bid?</p> <p>Response</p> <p>To become a 'Covenant user' care leavers will need to be referred to Spectra First in order to join the Care Leaver Covenant Privilege Scheme. A photo identity will be issued together with a membership number. The ID will be available as an electronic option for use by smartphone or a printed option.</p> <p>Anytime a care leavers wishes to access a Covenant offer s/he will need to present her/his photo ID. The strict referral process and the photo ID will give Covenant partners confidence that the system is not being abused by individuals purporting to be care leavers in order to obtain a preferential service.</p> <p>Costs will be borne by Spectra First.</p>
	<p>Are all IT support and development staff UK and EU based?</p> <p>Response</p> <p>Yes</p>
	<p>Where are the data associated with your solution to be stored (e.g. EC, EU, UK) and how is the information to be handled (i.e. to what ISO standard) and where will your proposed IT solution be hosted? And, are all associated costs fully covered in your cost matrix submitted as part of your bid?</p> <p>Response</p> <p>All data will be stored in the UK. Our Information Security Policy is consistent with ISO27001. Through this policy, we will develop service-specific Information Security Policies tailored to meet the specific information Security requirements and policy objectives associated with individual services. These Community Information Security Polices are based on ISO27002 controls, and apply to our organisation, our suppliers and partners who contribute to the provision of the service.</p> <p>Costs for information security are accommodated in Spectra First's existing arrangements.</p>
	<p>Is your proposed IT solution scalable to accommodate the likely volume of those who use the system? And, are all associated costs fully covered in your cost matrix submitted as part of your bid?</p> <p>Response</p> <p>Yes. The proposed IT solution is scalable and will be subject to a phased introduction -</p> <ol style="list-style-type: none"> i. Phase one will launch the IT solution in a particular region or sub-region (e.g. the Black Country). It will provide capacity for up to 2,500 registered users to access offers, information, guidance and

	<p>signposting 24 hours a day.</p> <p>ii. Phase two will expand handling capacity to in excess of a 100,000 users.</p> <p>Cost will be borne by Spectra First.</p>
	<p>Will the solution undergo penetration testing to assess its security, anti-virus? And, are all associated costs fully covered in your cost matrix submitted as part of your bid?</p> <p>Response</p> <p>Yes, the proposed IT solution would involve penetration testing. Testing costs will be borne by Spectra First.</p>
11.02	<p>Is any direct promotion work with care leavers envisaged? If so, are costs fully covered within the cost matrix submitted as part of your bid?</p> <p>Response</p> <p>Yes. Direct promotion work with care leavers is programmed (e.g. social events introducing Covenant partners and offers) and included in the cost matrix.</p>
11.03 and 13.01	<p>Is there a Customer Relations Management (CRM) product or technology used to support the regional managers perform their duties? If yes, what is the relationship with other components of your solution?</p> <p>Response</p> <p>Yes, CRM software will be used to aid regional managers. The CRM data will enable us to identify trends and developments with offers (e.g. withdrawals or additions), newsworthy stories and other valuable performance management information. Any connections with the IT solution will be administered manually e.g. postings into a section on 'future offers' or using the IT solution to obtain feedback on trends and issues identified through CRM. It will not be an automated process.</p>
13.01	<p>In this answer you write "Corrective action will be implemented where either gaps have been identified in the profile of offers or performance is materially different to the profile. Corrective action <u>could</u> be in the form of increasing our support to signatories, promotional activities to attract new signatories, targeting under-represented sectors, outcomes, regions or sections of the care leaver population, further support to care leaving teams to promote Covenant offers or exploring incentives to increase take up by care leavers." Where you have referenced that an activity 'could' be undertaken in your delivery plan has the cost of that possibility been included in the cost matrix?</p> <p>Response</p> <p>Yea. In our delivery plan and carried through into our costings, we have made provision for attrition arising either through withdrawal by the prospective partner or through our informed (and recorded) decision to withdraw from the negotiations.</p>
Costs	<p>We cannot see the 'technology' costs set out in the matrix. Are all of the costs related to technology solutions required for your proposal, including those associated with the design, development, hosting and infrastructure, reflected in your costs?</p>

	<p>Response</p> <p>The technology costs relating to the design and development of the Care Leaver Covenant Privilege Scheme will be borne by Spectra First. Hosting and infrastructure are accommodated within Spectra First's existing facilities and arrangements.</p>
Cost matrix	<p>It was unclear from your bid how the available resource will be allocated (e.g. number of days, locations, time spent on each activity for each role) to ensure it is deliverable. Please would provide a more detailed breakdown of costs that is more explicitly cross referenced to the KPIs in your delivery plan. As specified in section 15 of the specification, the cost matrix should:</p> <ul style="list-style-type: none"> • include the full costs (daily rates where appropriate) of delivering the requirement as detailed in the specification • include costings that reflect activities, including marketing and publicity, products to be delivered and milestones set out in the delivery plan, including dates and periods of delivery.
	<p>Response</p> <p>Updated cost matrix attached including supporting notes.</p>
	<p>In line with the questions in the ITT you were asked if you were able to provide a range of information to enable assessment of the financial capabilities.</p> <p>I would be most obliged if you could now provide:</p> <ul style="list-style-type: none"> • A copy of your audited accounts for the last two years; • A statement of the turnover, Profit and Loss Account/Income Statement, Balance Sheet/Statement of Financial Position and Statement of Cash Flow for the most recent year of trading; and • A statement of the cash flow forecast for the current year and a bank letter outlining the current cash and credit position. <p>Response</p> <p>All requested documents attached.</p>
	<p>As a result of these clarifications:</p> <ol style="list-style-type: none"> 1. Please confirm ALL costs associated with your proposal are included in the cost matrix submitted as part of your bid. 2. Where it is found that all costs have not been covered, please provide a revised cost matrix along with your response to the clarifications. <p>Response</p> <p>I confirm that all costs associated with our proposal are included in the cost matrix submitted as part of our bid.</p> 

Section	Point of clarification
IT/Digital	Please provide detail related to the service and support of the new solution? In particular, regarding Service Level Agreements (SLAs), Disaster Recovery (DR) and any additional costs that might be incurred should there be a need to deliver a particular service availability including (but not limited to) High Availability (HA) provision.
IT/Digital	Please provide detail related to how you will deliver an Exit plan, in terms of milestones and deliverables including (but not limited to) data extracts or documentation.

Point of clarification 1

To support our IT solutions, we will be securing hosting facilities from a third party provider. We have explored a number of providers online, through recommendations and through discussions with a shortlist of potential providers. Our preferred provider is OryxAlign. They are a UK-based company with industry accreditations from the likes of Microsoft, Cisco and VMware, accreditations under ISOs 27001 and 9001 and approved supplier status for Crown Commercial Services.

We have selected OryxAlign's 'Managed IT Services' package as this provides reassuring levels of daily monitoring and management for the IT infrastructure rather than a standard 'break fix' service. Critically this package provides excellent levels of support for service, disaster recovery and high availability -

- SLA - unlimited infrastructure support and management 24 hours per day with four levels of response -
 - **Critical – 15 minute response:** where the entire infrastructure is unavailable creating a significant impact on business.
 - **High – 1 hour response:** where the infrastructure has reduced functionality and the problem is impacting business operations.
 - **Medium – 2 hour response:** where the infrastructure is available but an isolated user is having difficulty working and there is no significant business impact.
 - **Low – 24 hour response:** applies to peripheral components and repairs which are not part of the network and/or user infrastructure.
- Disaster recovery - plans negotiated around Recovery Point Objectives—the maximum data we could afford to lose and Recovery Time Objectives—the maximum time it takes to recover data in the event of a disaster. OryxAlign offers recovery of critical data and systems within minutes and restoration to full operational capacity within hours of the disaster being declared.
- High availability - 99.95% guaranteed platform availability and enterprise-level benefits, such as redundancy across multiple datacentres.

Details of these support services are in the OryxAlign specifications attached.

Point of clarification 2

Please provide detail related to how you will deliver an Exit plan, in terms of milestones and deliverables including (but not limited to) data extracts or documentation.

Our understanding is that the purpose of an exit plan is to 'set out the Contractor's proposals for achieving an orderly transition of Services from the Contractor to the DFE and/or its Replacement

Contractor (RC) at the end of the Term⁷. Accordingly we appreciate that the scope of an Exit Plan is inclusive of but not limited to the IT/Digital solution. However, as the point of clarification is presented under the heading 'IT/Digital' we have confined our response to exit plans under this heading.

The Service that we proposed in our tender includes an IT Solution yet to be built. The Solution will be accompanied by an Operations Manual which will describe all aspects of its organisation, access, operations, maintenance, support service, securities, warranties and third party support services. As previously reported, our CRM provision is not linked to the IT Solution and therefore not covered in the IT/Digital Exit Plan. Naturally it will be covered in the full Exit Plan.

The Operations Manual will be updated as the Solution develops and will be an integral component in transferring the Service to the DFE or its Replacement Contractor. Reference to the Operations Manual in the Exit Plan is in anticipation of its future production.

The Director of Strategy and Operations will be responsible for implementation of the Exit Plan which is scheduled for delivery over the final three months of the contract.

⁷ RFX193 - Document 5 - Standard Contract and Conditions of Purchase, clause 25.2

Objective: To transfer the IT solution and its operation to the DFE and/or its Replacement Contractor at the end of the Term

Action	Deliverables	Milestone	Target date for completion
correction, checking, quality assessment, verifying or other processing as required in preparation for data migration			
7. Draft procedures and timeframe for returning or destroying and confidential documents, data or resources provided by the DFE	Documented procedures	Procedures submitted to the DFE	12 July 2019
8. Prepare proposals for inducting and training staff within the DFE and/or the RC	Proposals for staff induction and training.	Proposals submitted to the DFE	12 July 2019
9. Draft a transitional testing process to include simulations for test running the IT systems and data sharing arrangements to enable parallel running by the DFE/RC	Documented testing process	Testing process submitted to the DFE	19 July 2019
10. Prepare a risk management plan	Risk management plan	Risk management plan submitted to the DFE	26 July 2019
11. Prepare proposals and timeline for maintaining Service provision whilst ensuring the smooth transfer to the DFE/RC	Implementation plan and timeline	Implementation schedule submitted to the DFE	26 July 2019
12. Prepare a specification of dependent approvals, participation and facilities required from the DFE/RC	Documented specification of requirements from the DFE/RC	Specification submitted to the DFE	26 July 2019
13. Documents and proposals (1-12) above) signed off by the DFE	Written confirmation from the DFE		31 July 2019
Implementation			
14. Deliver a briefing to the DFE/RC and relevant third	Briefing delivered to the DFE, RC and relevant third parties	All parties aware of the Exit Plan and their respective roles in its	09 August 2019

