

DPS FRAMEWORK SCHEDULE 4: LETTER OF APPOINTMENT AND CONTRACT TERMS

Part 1: Letter of Appointment

Dear Sirs

Letter of Appointment

This letter of Appointment dated 4th November 2020, is issued in accordance with the provisions of the DPS Agreement (RM6018) between CCS and the Supplier.

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

Order Number:	TBC by Supplier.
From:	Ministry of Housing, Communities and Local Government (MHCLG) with offices at [REDACTED] ("Customer").
To:	Simetrica-Jacobs Ltd, a company registered in England and Wales under Company Number [REDACTED] ("Supplier").

Effective Date:	4 th November 2020
Expiry Date:	End date of Initial Period: 31 st March 2021. End date of Maximum Extension Period: Not Applicable. Minimum written notice to Supplier in respect of extension: Not Applicable.

Services required:	Set out in Section 2, Part B (Specification) of the DPS Agreement and refined by: The Customer's Project Specification attached at Annex A and the Supplier's Proposal attached at Annex B.
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Key Individuals:	[REDACTED]
Guarantor(s)	Not Applicable.

Contract Charges (including any applicable discount(s), but excluding VAT):	£48,555.50. <ul style="list-style-type: none"> • Payment can only be made following satisfactory delivery of pre-agreed certified products and deliverables;
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	<ul style="list-style-type: none"> • Before each payment can be considered, each invoice must include an elemental breakdown of work completed and associated costs; • Acceptance procedure for deliverables – the Customer will review and sign off each milestone deliverable as set out in table 6.2 of Annex A.
Insurance Requirements	No additional requirements.
Customer billing address for invoicing:	Invoices are to be submitted to: [REDACTED]

Alternative and/or additional provisions (including Schedule 8(Additional clauses)):	Not Applicable.
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FORMATION OF CONTRACT

BY SIGNING AND RETURNING THIS LETTER OF APPOINTMENT (which may be done by electronic means) the Supplier agrees to enter a Contract with the Customer to provide the Services in accordance with the terms of this letter and the Contract Terms.

The Parties hereby acknowledge and agree that they have read this letter and the Contract Terms.

The Parties hereby acknowledge and agree that this Contract shall be formed when the Customer acknowledges (which may be done by electronic means) the receipt of the signed copy of this letter from the Supplier within two (2) Working Days from such receipt

For and on behalf of the Supplier:

For and on behalf of the Customer:

Name and Title:

[REDACTED]

Name and Title:

[REDACTED]

Signature:

[REDACTED]

Signature:

[REDACTED]

Date: **[REDACTED]**

Date: **[REDACTED]**

ANNEX A

Customer Project Specification

1. PURPOSE

- 1.1 The objective of this project is to identify and quantify the economic and social benefits that the Holocaust Memorial and Learning Centre (HMLC) will provide to visitors and non-visitors. This analysis will inform decisions on the design and delivery of the HMLC.

2. BACKGROUND TO THE CONTRACTING AUTHORITY

- 2.1 The Ministry of Housing, Communities and Local Government (MHCLG; 'the Contracting Authority') aims to help create great places to live and work across the country and to back communities to come together and thrive. Meeting the objective to build integrated communities that create opportunities for everyone, includes establishing a national Holocaust Memorial and Learning Centre (HMLC).

3. BACKGROUND TO REQUIREMENT/OVERVIEW OF REQUIREMENT

- 3.1 The UK Holocaust Memorial Foundation, part of MHCLG, was created to implement the recommendations of the Prime Minister's Holocaust Commission report in 2015, including the delivery of the new Memorial and Learning Centre.
- 3.2 The work to build a striking and prominent national memorial delivers on one of the key recommendations of the Prime Minister's Holocaust Commission. The national memorial to the Holocaust will be built in the iconic Victoria Tower Gardens, next to the Houses of Parliament in Westminster.
- 3.3 In 2015 the government committed £50 million to the project to kick-start a society-wide fundraising effort. A further £25 million was also committed by the Communities Secretary in May 2019, contingent on the securing of at least £25 million of match funding and on planning permission being obtained. The detailed design of the HMLC is available on the gov.uk website at: <https://www.gov.uk/government/news/new-holocaust-memorial-design-revealed>. The planning application for the HMLC was submitted to Westminster City Council in December 2018. In November 2019, the Housing Minister decided to call in the planning application for determination at the national level because of the project's significant effects beyond the immediate locality.
- 3.4 Prior to construction, a Full Business Case must be submitted and approved by HM Treasury. The Full Business Case will use the five case model, as set out in the Green Book, which will require detailed analysis of the economic case for the HMLC, considering its expected value for money.¹ This valuation study will inform the benefits appraisal element of the Full Business case with the objective of assessing the potential impact and value of the HMLC to inform

¹ HM Treasury (2018), 'Guide to developing the programme business case – better business cases: for better outcomes'; 'Guide to developing the programme business case – better business cases: for better outcomes'.

decisions its design. The work must be completed by 3rd March 2021 to inform the Full Business Case.

- 3.5 The HMLC is a project designed to commemorate a deeply tragic historic event and to promote community-wide appreciation of both the extent of this tragedy and the importance of community cohesion and mutual understanding. This research project is one important step to facilitate this, by understanding the benefits that members of society can derive from the monument’s creation and the from the learning centre offer. In turn this information will be used by the Contracting Authority to ensure the final project design maximises benefits to society.

4. DEFINITIONS

Expression or Acronym	Definition
Green Book	HM Treasury (2019), ‘The Green Book – Central Government Guidance on Appraisal and Evaluation’. It is available at: https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/685903/The_Green_Book.pdf .
HMD	Means; Holocaust Memorial Day
HMLC	Means; Holocaust Memorial and Learning Centre
MHCLG	Means; Ministry of Housing, Communities and Local Government (the Contracting Authority)
TEV	Means; Total Economic Value

5. SCOPE OF REQUIREMENT

- 5.1 The objective of this project is to undertake an assessment of the economic and social benefits that the Holocaust Memorial and Learning Centre will provide to individual visitors and non-visitors in the wider general population. This will be a non-market valuation for use in public policy appraisal.
- 5.2 The work will have four phases:

Phase 1: The Supplier should identify the economic (private and social) benefits of the HMLC and to whom they accrue, building on the benefits identified by MHCLG in previous analysis, set out in this specification. The study should also identify any potential economic and social costs, exclusive of financial, construction and operational costs.

Phase 2: The Supplier should develop a Green Book-compliant approach to valuing these benefits, informed by a brief literature review of appropriate methodologies. This work should build on the stated preference approach or an appropriate alternative (agreed by the Contracting Authority before the Contract is awarded), and be consistent with approaches used in other similar research, specifically economic valuations of other cultural institutions and/or memorials.

- 5.3 The Green Book provides guidance on how to value benefits and costs in order to appraise policies, programmes and projects consistently across government.² It applies to proposals that concern public spending, taxation, changes to regulations, and changes to the use of existing public assets and resources, and provides approved guidance and methods, recommended tools for developing options and standard values for use across government. It helps officials develop transparent, objective and evidence-based advice for decision making that is consistent across government.
- 5.4 The Green Book sets out various methods for estimating non-market values. The hierarchy of the main techniques (starting with the most preferable) is set out below.³
- 5.5 Valuation methods using market prices and generic prices are unlikely to be possible for this valuation study, given the lack of a similar market. As such, the Contracting Authority recommends that the Supplier undertakes a stated preference valuation approach. However, the Supplier may propose an alternative Green Book compliant approach that fits the requirements of this specification. This would need to be agreed with the Contracting Authority, by demonstrating the proposal's ability to assess economic benefits while complying with Green Book principles.

² HM Treasury (2019), 'The Green Book – Central Government Guidance on Appraisal and Evaluation'. It is available at: https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/685903/The_Green_Book.pdf. Additional supplementary guidance is listed (and linked to) on page 107 of the Green Book.

³ Further details in HM Treasury and Department for Work and Pensions (2011), 'Valuation Techniques for Social Cost-Benefit Analysis'. Available at: <https://www.gov.uk/government/publications/valuation-techniques-for-social-cost-benefit-analysis>

Phase 3: The Supplier will undertake all research for the valuation study, including any surveys, interviews or focus groups. The Supplier will design all materials required for the valuation study (qualitative and quantitative), for agreement by the Contracting Authority.

Phase 4: The Supplier will analyse all findings of the research and quality assure the results. The results of the valuation study should be appropriate for use in public policy appraisal, for example in the assessment of value for money and calculation of benefit cost ratios. The Supplier will produce a final report presenting the methodology and findings of the research, in a format that is accessible to non-experts and suitable for practical application in policy development. The Supplier will also be required to present their findings to the programme team.

5.6 All four phases must be completed by 3rd March 2021.

5.7 The Supplier will not be required to:

5.7.1 Undertake an assessment of the financial, construction or operational costs for the HMLC as these costs are being forecast separately. This research should however, identify any economic or social costs, and quantification should be attempted.

5.7.2 Undertake full cost benefit analysis for the HMLC. The benefits and economic costs identified and quantified in this valuation study will inform value for money assessments and therefore analysis should be consistent with Green Book methodology, but cost-benefit analysis is out of scope for this research.

5.7.3 Make recommendations on the design, content or other details pertaining to the construction and operation of the HMLC.

5.7.4 Make an assessment on likely visitor numbers or their demographic characteristics. The Supplier is required to use existing estimates on visitor numbers and characteristics to inform valuations of the benefits identified (and costs, if relevant factors are found).⁴ Financial modelling will be undertaken separately to determine financial characteristics of the HMLC and estimate visitor numbers and characteristics.

6. THE REQUIREMENT

6.1 The objective of this project is to undertake a non-market valuation of the economic and social benefits (and costs, if relevant, non-construction costs are identified) that the Holocaust Memorial and Learning Centre will provide to visitors and non-users in the wider general population. This economic valuation study should assess the potential impact and value of the HMLC to inform decisions on its design and delivery.

⁴ For example, Barker Langham undertook some work for the Contracting Authority in 2018 to estimate visitor numbers for the HMLC. All relevant analysis and reports will be shared on appointment of the Supplier for use in the valuation study.

6.2 The work requires four phases:

Phase 1: Identification of the benefits of the HMLC and to whom they accrue

6.3 An understanding of the value of non-market goods and services to the public is important for public investment decisions, policy appraisal and evaluation in existing and future museums (HM Treasury 2011). Understanding the economic costs and benefits of the Holocaust Memorial and Learning Centre, is important for decisions on its value for money, design and delivery.

6.4 The Holocaust Memorial and Learning Centre is seeking to bring about a number of economic and social benefits for individuals and communities. The Learning Centre is likely to have high quality and interactive elements of content, reflecting findings from HMD and the Centre for Holocaust Education. MHCLG is being advised by content consultants Metaphor alongside Yehudit Shendar⁵ to determine the best design to augment visitors' experiences and maximise visitors.

6.5 Previous analysis undertaken by the Contracting Authority has identified the following:

6.5.1 Land use: Victoria Tower Gardens is well-located and valuable land. The design chosen allows for 92.5% of the gardens to continue to be used by existing users, as well as new users to the gardens. The Memorial and Learning Centre will enhance the overall experience of the gardens for local residents and visitors. The gardens are a much-loved asset for the local community and the design of the Memorial and Learning Centre will not intrude – and will in many ways improve – upon the experience of the gardens.

6.5.2 Wellbeing and educational impact: Analysis of Holocaust Memorial Day (HMD) events by Sheffield Hallam University show that Holocaust learning activities result in clear and lasting changes in the attitudes and behaviour of participants.⁶ Participants in the study continue to report changes in their knowledge, attitudes and actions up to a year after their participation in HMD and the majority of these attribute those changes to HMD.

In particular, participants display:

- Increased awareness of the conditions that lead to genocide. Participation in events and activities plays an important role in deepening people's understanding and prompting them to reflect on aspects of the Holocaust which they had not previously considered. Events which include the testimony of survivors, or explore the lived experiences of those affected by the Holocaust and genocides, play a particularly important role in this aspect;

⁵ Former Senior Art Curator and Deputy Director, Museums Division at the World Holocaust Remembrance Center. For more information see: <https://www.yadvashem.org/author/yehudit-shendar.html>

⁶ Centre for Regional Economic and Social Research, Sheffield Hallam University (2015), 'Holocaust Memorial Day Impact Study'. Available at <https://www.hmd.org.uk/wp-content/uploads/2018/06/HMD-Impact-Study-Final-Report-November-2015-PDF.pdf>

- Increased sympathy to people from different backgrounds and increased effort to engage with them. HMD was found to impact positively on people's views on the unfair treatment of others, and awareness of the causes and conditions that can lead to genocides. HMD also leads to people changing their attitudes towards others.

6.5.3 Community impacts: Delivering on the Government's commitment to create a Memorial and Learning Centre will contribute to improved community integration and cohesion, community pride and social action. People who take part in Holocaust Memorial Day are likely to act in some way following participation, in particular by telling others about HMD (large numbers of respondents indicated that they had told friends and family members about HMD) and encouraging them to take part in future events. Similarly, we would expect visitors to the Learning Centre to encourage others to attend. There may also be wider benefits in the form of greater tolerance and understanding from others in the community.

6.6 The Supplier should review the available evidence on these benefits and assess their applicability to the HMLC. The Supplier's assessment of potential benefits should also include any other potential economic and social benefits and costs that impact from the HMLC. These should cover impacts both:

6.6.1 At an individual level;

6.6.2 At community or wider population level.

6.7 Following completion of phase 2 of the work (see below), the Supplier should submit a report evidencing the identified costs and benefits of the HMLC assessed in Phase 1, and the proposed methodology for quantifying these.

Phase 2: Designing the approach to valuing these benefits

6.8 Goods or services that are not bought or sold directly have no observable market price, but they can have economic value due to the benefits and costs associated with their existence and consumption. Economic valuation refers to the assignment of money values to these non-marketed goods and services, where the money. Valuing non-market goods and services to the public is important for public investment decisions, policy appraisal and evaluation in existing and future cultural institutions (HM Treasury 2011).

6.9 The research should assess the economic and social value attributed to the HMLC by individuals and at community level using the total economic value (TEV) framework, which categorises values into:⁷

⁷ HM Treasury and Department for Work and Pensions (2011), 'Valuation Techniques for Social Cost-Benefit Analysis'. Available at: <https://www.gov.uk/government/publications/valuation-techniques-for-social-cost-benefit-analysis>

6.9.1 Use values can be derived from direct and indirect use of the institution. These relate to:

- **Direct use:** which could arise from recreational, leisure, education, inspiration and knowledge.
- **Indirect use:** which could arise in the form of enhanced community image, sense of place, and social interaction.
- **Option use:** individuals may be willing to pay to conserve the option of future use.

6.9.2 Non-use values: people who do not visit or directly benefit from cultural institutions also value their existence. Non-use values can be:

- **Altruistic:** welfare increases from knowing that others will benefit
- **Bequest:** welfare increases associated with knowing that future generations will benefit
- **Existence:** welfare enhancements from knowing that the cultural institution, its services and collections, exist even if an individual does not experience a use benefit now or in the future (for example, a sense of pride associated with its existence).

The assessments of use and non-use values should be presented separately by the Supplier.

6.10 The Supplier should design and undertake an appropriate methodology to quantify the benefits and costs identified in phase 1. The approach should explicitly reference the costs and benefits identified at individual and community level and set out which will be quantified, and which will not. The methodology should also seek to identify to whom these benefits would accrue, and when.

6.11 The Supplier is requested to consider (but not obligated to adopt) a 'willingness to travel' type assessment as part of this work. In this approach, individuals are asked to reveal the extent to which they would be willing to travel to this memorial and education centre. If this approach is included in the Supplier's methodology, existing values from Department for Transport (DfT) guidance may be used to quantify the associated benefits.

6.12 When determining your approach, you may wish to review recent research undertaken on the economic value of cultural institutions using the 'Willingness to Pay' approach, which surveys visitors and non-users.⁸ We will also ask

⁸ For example, see:

a) Nesta, Simetrica and AHRC (2015), 'Measuring economic value in cultural institutions'. Available at: <https://ahrc.ukri.org/documents/project-reports-and-reviews/measuringeconomicvalue/>

bidders to consider a 'willingness to travel' type assessment as part of this work. In this approach, individuals are asked to reveal the extent to which they would be willing to travel to this memorial and education centre. Existing values from Department for Transport guidance may then be used to quantify the associated benefits.

- 6.13 If the Supplier proposes a stated preference approach, it must be consistent with the two techniques set out in supplementary guidance to the Green Book.⁹ The approach proposed should be informed by a detailed understanding of the techniques and their characteristics and set out why the approach proposed is appropriate for this research. The two techniques are:
- 6.13.1 Contingent valuation: this approach values non-market goods or services as a whole
 - 6.13.2 Choice modelling: this approach seeks people's preferences for the individual characteristics or attributes of these goods and services.
- 6.14 It may be desirable to use both techniques to increase the robustness and to check the underlying components of values.
- 6.15 Any approach proposed by the Supplier must articulate the following:
- 6.15.1 A clear explanation and rationale for the methodology proposed for evidence gathering and analysis, including advantages and limitations. The methodology should reflect a detailed understanding of the Memorial, Learning Centre, exhibition space, content and use, and consider the characteristics of prospective visitors and non-users. The Supplier must ensure they reflect the latest information on the design and content of the HMLC and appropriate methodologies in the analysis.
 - 6.15.2 How the approach adheres to Green Book methodology and is in line with existing studies and research on estimating the economic values of non-market, governmental or other cultural assets. As the benefit valuations will be incorporated into cost benefit analysis of the site to support the Full Business Case, the methodology must provide for the development of robust estimates of the costs and benefits, to be used in value for money decisions. The research should assess total economic value as set out in the total economic value framework at individual and community level.
 - 6.15.3 Many of the benefits identified are by their nature bundled together. The Contracting Authority will require the Supplier to clearly articulate

b) Nesta, Simetrica and AHRC (2019), 'The economic value of culture: a benefit transfer study'. Available at: https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/745789/Executive_summary.pdf?ga=2.109902341.129097171.1566986641-345611646.1553701068

⁹ DTLR (2002), 'Economic Valuation with Stated Preference Techniques Summary Guide'. Available at: https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/191522/Economic_valuation_with_stated_preference_techniques.pdf

which benefits and costs approach would quantify, at individual and wider community level.

- 6.15.4 The methodology should explain the research activities and resources that will be used to collect the data and evidence. For example, the Supplier should consider the appropriate design of any survey questionnaires, including the information given to survey participants about the HMLC and how this information is shared, how attitudinal data is collected, the valuation scenario the payment decision response and the interpretation of the results.
- 6.16 The Supplier should submit a report outlining the identified costs and benefits of the HMLC and detail the design of the valuation methodology, as well as analysis and quality assurance procedures. This report will be approved by the Contracting Authority within 5 working days of receipt.

Phase 3: Undertaking all quantitative and qualitative research

- 6.17 Once the methodology has been approved by the Contracting Authority, the Supplier should undertake all qualitative and quantitative research for the valuation study. This includes any data collection and evidence gathering processes including surveys, interviews and focus groups.
- 6.18 The Supplier will design all materials required to gather the data and evidence. These materials should be appropriately designed to explicitly value the economic and social costs and benefits identified in phase 1, at both individual and community level. This includes any survey questionnaires, interview scripts or other quantitative or qualitative research materials.
- 6.19 The Supplier must also identify, recruit and engage the participants in the research, ensuring that the sample accurately reflects potential visitors and the wider population.
- 6.20 The design of these materials should also consider the sensitive nature of the content of the HMLC and address any potential risks and issues that may arise as a result of the research undertaking. All materials should be approved and agreed by the Contracting Authority before being used.
- 6.21 The Supplier must ensure the research is undertaken professionally and appropriate data collection and protection procedures are in place.

Phase 4: Analysis and production of a final report

- 6.22 The analysis undertaken must be appropriate for the objectives of this research, and explicitly quantify the economic and social costs and benefits associated with the HMLC, to be used in value for money assessments. The analysis must be clear on to whom the benefits accrue, in what timeframe and their likelihood.
- 6.23 The Contracting Authority requires both point values and confidence ranges for estimates that can be applied in appraisal, relating to specific benefits at

individual and community level. Analysis undertaken should be in line with the requirements of the Green Book, as set out above.

- 6.24 The Supplier should produce a final report by 3 March 2021 summarising the findings of the research. The report should:
- 6.24.1 Clearly explain the methodology and rationale for the approach for a non-technical audience, including its advantages and limitations.
 - 6.24.2 Describes the research and analysis undertaken, in a way that allows
 - 6.24.2.1 experts to understand the methodologies used and
 - 6.24.2.2 non-experts to understand the general approach taken and how the results can be applied in policy design.
 - 6.24.3 Draws appropriate conclusions from the analysis, clearly articulating the economic costs and benefits, the robustness of the estimates, how the findings should be used and its limitations.
 - 6.24.4 Quality assurance shall be undertaken by the Supplier on all processes and analyses and documented in the final report.
- 6.25 A presentation shall be made by the Supplier to the Contracting Authority on the findings of the research following submission and provisional sign off of the report.
- 6.26 The Contracting Authority shall approve the Supplier's final report within twenty (20) working days of receipt of the report.

Project management

- 6.27 Throughout the project the Supplier shall:
- 6.27.1 Provide overall oversight and management of all three components of the project. This shall include identifying, monitoring and responding to possible and emergent threats to the successful completion of all stages of the research. It is vital that the Supplier has a robust risk management plan strategy in place which is jointly agreed and shared with MHCLG and the organisations within the ICIF portfolio.
 - 6.27.2 As part of their bid submission, Potential Suppliers shall identify and outline the top five (5) risks to the evaluation.
 - 6.27.3 Produce a project plan at the beginning of the project within two (2) weeks of Contract Award, updating the plan to report on progress and changes throughout the project.
 - 6.27.4 Produce a risk register within two (2) weeks of Contract award and maintain an up to date risk register to raise and report on raise issues faced. The Supplier will review, manage, update and mitigate risks

owned by the Supplier, and advise the Contracting Authority on managing and mitigating other risks identified by either the Supplier or the Contracting Authority during the Contract.

- 6.27.5 The Supplier is expected to work closely with the programme team to deliver the research, and update the Contracting Authority on progress, risks and issues.

7. KEY MILESTONES AND DELIVERABLES

7.1 The following Contract milestones/deliverables shall apply:

Milestone/ Deliverable	Description	Timeframe or Delivery Date
1	Inception meeting to agree scope, requirements and contact arrangements	Within week 1 of Contract Award
2	Project plan and risk register	Initial drafts to be produced within week 2 of Contract Award and updated throughout the Contract
3	Report setting out the identified benefits of the HMLC and proposed methodology for assessing these	Within week 4 of Contract Award
4	Sign off of Scoping stage report (Phases 1-4) by the Contracting Authority	Within 5 working days of receipt of the report
5	Research materials including survey questionnaires, interview scripts and any other qualitative or quantitative data gathering materials	Within week 5 of Contract Award
6	Final report setting out findings of the research	No later than 3 rd March 2021
7	Sign off of the final report by the Contracting Authority	Within 20 working days of receipt of the report
8	Supplier's presentation to the Contracting Authority on the findings of the national evaluation	No later than 31 st March 2021

8. MANAGEMENT INFORMATION/REPORTING

- 8.1 The Supplier shall be expected to deliver the work to the agreed timescales but should notify the Contracting Authority immediately of any issues that put delivery at risk.

- 8.2 The Supplier shall produce drafts of all outputs produced throughout the research, to be discussed at the progress review meetings described at 8.3. All materials will require final sign off by the Contracting Authority within the above specified timescales. Progress from the report on the methodology to the undertaking of the research will be dependent on sign off of the report.
- 8.3 The Supplier will participate in regular telephone meetings, as agreed between the Contracting Authority and the Supplier at the Inception Meeting and during the Contract Term.
- 8.4 Standing items for updates shall include: progress reports from the Supplier and the Contracting Authority, risks and issues; and next steps including engagement.
- 8.5 The Supplier will submit an updated project plan and risk register for each update to be discussed in the meetings. An agenda for the meeting should be supplied in advance of the meeting. These documents shall be provided no later than one (1) day prior to the scheduled meeting.
- 8.6 The Supplier shall produce a short, written summary of each meeting's decisions and actions for the Contracting Authority's review and agreement within five (5) working days of the meeting taking place.

9. CONTINUOUS IMPROVEMENT

- 9.1 Any changes to the way in which the Services are to be delivered must be brought to the Contracting Authority's attention and agreed prior to any changes being implemented.

10. SUSTAINABILITY

- 10.1 Supplier will be expected to continually improve the way in which the required Services are to be delivered throughout the Contract duration.
- 10.2 The Supplier should present new ways of working to the Contracting Authority during monthly Contract review meetings.
- 10.3 Changes to the way in which the Services are to be delivered must be brought to the Contracting Authority's attention and agreed prior to any changes being implemented.

11. QUALITY

- 11.1 The Supplier is expected to adhere to the evaluation and economic appraisal principles outlined in the HM Government Magenta Book and Green Book, respectively.

12. PRICE

- 12.1 The Supplier is requested to submit a breakdown of anticipated costs within the stated budget, detailing the junior and senior staffing costs and fieldwork expenses.
- 12.2 Prices are to be submitted via the e-Sourcing Suite at Attachment 4 – Price Schedule excluding VAT and including all other expenses relating to Contract delivery.

13. STAFF AND CUSTOMER SERVICE

- 13.1 The Supplier shall provide a sufficient level of resource throughout the duration of the Contract in order to consistently deliver a quality service.
- 13.2 The Supplier's staff assigned to the Contract shall have the relevant qualifications and experience to deliver the Contract to the required standard. Evidence of this should be provided in the application documents.
- 13.3 The Supplier shall ensure that staff understand the Contracting Authority's vision and objectives and will provide excellent customer service to the Contracting Authority throughout the duration of the Contract.

14. SERVICE LEVELS AND PERFORMANCE

- 14.1 The Supplier shall provide a sufficient level of resource throughout the duration of the Contract in order to consistently deliver a quality service.
- 14.2 The Supplier's staff assigned to the Contract shall have the relevant qualifications and experience to deliver the Contract to the required standard.
- 14.3 The Supplier shall ensure that staff understand the Contracting Authority's vision and objectives and will provide excellent customer service to the Contracting Authority throughout the duration of the Contract.

15. SERVICE LEVELS AND PERFORMANCE

- 15.1 The Contracting Authority will measure the quality of the Supplier's delivery by:

KPI/SLA	Service Area	KPI/SLA description	Target
1	Phase 1	Identify the economic (private and social) benefits of the HMLC and to whom they accrue, building on the benefits identified by MHCLG in previous analysis, set out in this specification. The study should also identify any potential economic and social costs, exclusive of financial, construction and operational costs;	100%
2	Phase 2	Develop a Green Book-compliant approach to valuing these benefits, informed by a brief literature review of appropriate methodologies;	100%
3	Phase 3	Undertake all research for the valuation study, including any surveys, interviews or focus groups;	100%
4	Phase 4	Analyse all findings of the research and quality assure the results;	100%
5	Report	Deliver final report highlighting the findings from the research.	100%

15.2 The Contracting Authority will maintain a record of Supplier adherence to the agreed service level and performance timelines. Any non-adherence will result in performance review meetings between the Contracting Authority and the Supplier, to provide a full debrief and explanation as to why service level agreements have not been met. Improvement plans will also be established here. Performance Management will be in accordance with Terms and Conditions as set out in Attachment 5 – RM6018 Terms and Conditions.

15.3 Where the Supplier fails to provide a Service Improvement Plan or to deliver the agreed Service Delivery Plan to the standard required, the Contracting Authority reserves the right to seek early termination of the contract in accordance with the procedures set out in Attachment 5 – RM6018 Terms and Conditions.

16. SECURITY AND CONFIDENTIALITY REQUIREMENTS

16.1 The Supplier will provide assurance that all data will be destroyed after two years from completion of the project.

16.2 The Contracting Authority will retain full Intellectual Property Rights (IPR) for the work completed. This is in accordance with the Attachment 5 – RM6018 Terms and Conditions.

17. PAYMENT AND INVOICING

- 17.1 Payment can only be made following satisfactory delivery of pre-agreed certified products and deliverables.
- 17.2 Before payment can be considered, each invoice must include a detailed elemental breakdown of work completed and the associated costs.
- 17.3 Invoices should be submitted to: **[REDACTED]**

18. CONTRACT MANAGEMENT

- 18.1 Suppliers will be required to attend MHCLG contract review meetings.
- 18.2 Attendance at Contract Review meetings shall be at the Supplier's own expense.
- 18.3 The Contracting Authority will contract manage in line with the Key Milestones and Service Level Agreements as stated above.

19. LOCATION

- 19.1 The location of the Services will be carried out at the Supplier's premises, with update meetings to take place remotely or at **[REDACTED]**.
- 19.2 In line with social distancing measures, during the COVID-19 pandemic crisis, the Supplier is required to work remotely wherever possible and ensure that suitable provisions are made to allow their staff to work from home wherever practical.
- 19.3 Where working from home is not a feasible option for staff, the Supplier shall ensure that social distancing measures are maintained in any used office environments.

ANNEX B
Supplier Proposal
[REDACTED]

Annex C
Contract Charges
[REDACTED]