



Department for Education

CONTRACT FOR 'EVALUATION OF REGIONAL ADOPTION AGENCIES' PROJECT REFERENCE NO: EOR/SBU/2017/058

This Contract is dated 30th January 2018.

Parties

- 1) The Secretary of State for Education whose Head Office is at Sanctuary Buildings, Great Smith Street, LONDON, SW1P 3BT ("the Department"); and
- 2) Ecorys UK whose registered office is Ecorys UK (Head Office) Albert House, Quay Place, 92-93 Edward Street, Birmingham, B1 2RA ("the Contractor").

Recitals

The Contractor has agreed to undertake the Project on the terms and conditions set out in this Contract. The Department's reference number for this Contract is EOR/SBU/2017/058.

Commencement and Continuation

The Contractor shall commence the Project on the date the Contract was signed by the Department (as above) and, subject to Schedule Three, Clause 10.1 shall complete the Project on or before 31st December 2021.

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1. Interpretation

1.1 In this Contract the following words shall mean:

- "the Project" the project to be performed by the Contractor as described in Schedule One;
- "the Project Manager" [REDACTED] Department for Education,
Level 1, 2 St Paul's Place,
125 Norfolk Street, Sheffield, S1 2FJ
[REDACTED]
[REDACTED]
- "the Contractor's Project Manager" [REDACTED] Ecorys UK,
Queen Elizabeth House,
4 St Dunstan's Hill, London, EC3R 8AD
[REDACTED]
[REDACTED]
- "the Act and the Regulations" means the Copyright Designs and Patents Act 1988 and the Copyright and Rights in Databases Regulations 1997;
- "Affiliate" in relation to a body corporate, any other entity which directly or indirectly Controls, is Controlled by, or is under direct or indirect common Control with, that body corporate from time to time;
- "Commercially Sensitive Information" information of a commercially sensitive nature relating to the Contractor, its IPR or its business or which the Contractor has indicated to the Department that, if disclosed by the Department, would cause the Contractor significant commercial disadvantage or material financial loss;
- "Confidential Information" means all information which has been designated as confidential by either party in writing or that ought to be considered as confidential (however it is conveyed or on whatever media it is stored) including but not limited to information which relates to the business, affairs, properties, assets, trading practices, services, developments, trade secrets, Intellectual Property Rights, know-how, personnel, customers and suppliers of either party and commercially sensitive information which may be regarded as the confidential information of the disclosing party;

"Contracting Department"	any contracting authority as defined in Regulation 5(2) of the Public Contracts (Works, Services and Supply) (Amendment) Regulations 2000 other than the Department;
"Contractor Personnel"	all employees, agents, consultants and contractors of the Contractor and/or of any Sub-contractor;
"Contractor Software"	software which is proprietary to the Contractor, including software which is or will be used by the Contractor for the purposes of providing the Services;
"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" shall be interpreted accordingly;
"Copyright"	means any and all copyright, design right (as defined by the Act) and all other rights of a like nature which may, during the course of this Contract, come into existence in or in relation to any Work (or any part thereof);
"Copyright Work"	means any Work in which any Copyright subsists;
"Crown Body"	any department, office or agency of the Crown;
"Data"	means all data, information, text, drawings, diagrams, images or sound embodied in any electronic or tangible medium, and which are supplied or in respect of which access is granted to the Contractor by the Department pursuant to this Contract, or which the Contractor is required to generate under this Contract;
"Data Controller"	shall have the same meaning as set out in the Data Protection Act 1998;
"Data Processor"	shall have the same meaning as set out in the Data Protection Act 1998;
"Data Protection Legislation"	the Data Protection Act 1998, the EU Data Protection Directive 95/46/EC, the Regulation of Investigatory Powers Act 2000, the Telecommunications (Lawful Business Practice) (Interception of Communications) Regulations 2000 (SI 2000/2699), the Electronic Communications Data Protection Directive 2002/58/EC, the Privacy and Electronic Communications (EC Directive) Regulations 2003 and

	<p>all applicable laws and regulations relating to processing of personal data and privacy, including where applicable the guidance and codes of practice issued by the Information Commissioner;</p>
"Data Subject"	<p>shall have the same meaning as set out in the Data Protection Act 1998;</p>
"Department Confidential Information"	<p>all Personal Data and any information, however it is conveyed, that relates to the business, affairs, developments, trade secrets, know-how, personnel, and suppliers of the Department, including all IPRs, together with all information derived from any of the above, and any other information clearly designated as being confidential (whether or not it is marked "confidential") or which ought reasonably be considered to be confidential;</p>
"Department 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 which are:</p> <ul style="list-style-type: none">(i) supplied to the Contractor by or on behalf of the Department; or(ii) which the Contractor is required to generate, process, store or transmit pursuant to this Contract; or <p>(b) any Personal Data for which the Department is the Data Controller;</p>
"Effective Date"	<p>the date on which this Contract is signed by both parties;</p>
"Environmental Information Regulations"	<p>the Environmental Information Regulations 2004 together with any guidance and/or codes of practice issues by the Information Commissioner or relevant Government Department in relation to such regulations;</p>
"FOIA"	<p>the Freedom of Information Act 2000 and any subordinate legislation made under this Act from time to time together with any guidance and/or codes of practice issued by the Information Commissioner or relevant Government Department in relation to such legislation;</p>
"ICT"	<p>information and communications technology;</p>
"ICT Environment"	<p>the Department's System and the Contractor System;</p>

"Information"	has the meaning given under section 84 of the Freedom of Information Act 2000;
"Intellectual Property Rights"	means patents, trade marks, service marks, design (rights whether registerable or otherwise), applications for any of the foregoing, know-how, rights protecting databases, trade or business names and other similar rights or obligations whether registerable or not in any country (including but not limited to the United Kingdom).
"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;
"Original Copyright Work"	means the first Copyright Work created in whatever form;
"Personal Data"	shall have the same meaning as set out in the Data Protection Act 1998;
"Regulatory Bodies"	those government departments and regulatory, statutory and other entities, committees and bodies which, whether under statute, rules, regulations, codes of practice or otherwise, are entitled to regulate, investigate, or influence the matters dealt with in this Contract or any other affairs of the Department and "Regulatory Body" shall be construed accordingly;
"Request for Information"	a request for information or an apparent request under the Code of Practice on Access to Government Information, FOIA or the Environmental Information Regulations;
"Staff Vetting Procedures"	the Department's procedures and departmental policies for the vetting of personnel whose role will involve the handling of information of a sensitive or confidential nature or the handling of information which is subject to any relevant security measures, including, but not limited to, the provisions of the Official Secrets Act 1911 to 1989;
"Sub-contractor"	the third party with whom the Contractor enters into a Sub-contract or its servants or agents and any third party with whom that third party enters into a Sub-contract or its servants or agents;

- "Third Party Software" software which is proprietary to any third party [other than an Affiliate of the Contractor] which is or will be used by the Contractor for the purposes of providing the Services, and
- "Work" means any and all works including but not limited to literary, dramatic, musical or artistic works, sound recordings, films, broadcasts or cable programmes, typographical arrangements and designs (as the same are defined in the Act) which are created from time to time during the course of this Contract by the Contractor or by or together with others at the Contractor's request or on its behalf and where such works directly relate to or are created in respect of the performance of this;
- "Working Day" any day other than a Saturday, Sunday or public holiday in England and Wales.
- 1.2 References to "Contract" mean this contract (and include the Schedules). References to "Clauses" and "Schedules" mean clauses of and schedules to this Contract. The provisions of the Schedules shall be binding on the parties as if set out in full in this Contract.
- 1.3 Reference to the singular include the plural and vice versa and references to any gender include both genders. References to a person include any individual, firm, unincorporated association or body corporate.

SCHEDULE ONE**1. Background**

1.1 Regional Adoption Agencies (RAAs) will provide adoption services, taking on a number of functions that local authorities currently deliver. RAAs will recruit adopters; match looked after children with adopters, and provide support to adopters and their children. The rationale is that RAAs – where services are delivered on a greater scale and with more innovative approaches to practice – will have potential to improve outcomes for children.

1.2 The aim is that RAAs will ensure:

- a system where children are matched with the most suitable adopter as quickly as possible;
- recruitment taking place at an efficient scale to provide a pool of adopters large enough and well enough matched to the needs of children waiting; and
- enough high quality adoption support services available nationwide.

1.3 The aim of the evaluation is to assess the impact of the RAAs on improving the delivery of adoption services, with the potential to improve outcomes for children. Research shows us that delay and instability in care are detrimental to a child's future outcomes. It also increases the likelihood of disruption in the future. Findings from this evaluation will be used to ensure that future investment is targeted correctly and policies are developed in the most effective way.

1.4 The evaluation shall start in January 2018 and is due to be completed in December 2021.

2. Aim

2.1 The Contractor shall use all reasonable endeavours to achieve the following aims:

- i. Provide a longitudinal assessment of evidence on the extent to which RAAs are successful in meeting the aims of speeding up matching; improving adopter recruitment; improving adoption support services; and reducing inefficiencies of process and timeliness.
- ii. Assess the impact of RAAs on the range of indicators identified.
- iii. Explore how the operating models of RAAs support the delivery of services and ensure adoptive families receive the services they need in a timely and constructive way.
- iv. Inform policy development to inform future RAAs go live and RAA practice, for example, in relation to sustainability and impact.

- v. Assess the overall impact, if any, of the introduction of RAAs on the practice of local authorities, providers, or the wider stakeholders.
- vi. Identify barriers and enablers of good practice of RAAs and regional ASF pilots to inform the wider rollout.
- vii. Assess the costs for local authorities and explore the impact, if any, on service costs.

3. Objectives

3.1 The Contractor shall use all reasonable endeavours to achieve the objectives of understanding the RAA models in detail, including what models are being adopted and how they are tackling various challenges; the progress in implementing the RAAs, and to measure the impact of RAA on four key areas:

- Speed of matching with adopters;
- Adopter recruitment;
- Adoption support;
- Efficiencies and cost savings.

3.2 The Contractor will measure progress against the following objectives:

- Understand what RAA models are being implemented;
- Explore the practice, governance, and financial impacts of the RAAs on the speed of matching with adopters;
- Explore the practice, governance and financial impacts of the RAAs on adopter recruitment;
- Explore the practice, governance and financial impacts of the RAAs on adoption support;
- Explore the practice, governance and financial impacts of the RAAs on efficiencies and cost savings; and,
- Explore the effectiveness of implementing the RAAs, including progress, lessons learnt and impact on wider elements of the adoption system.

4. Methodology

4.1 The evaluation will consist of the following six work packages:

- 1) WP1: Project Inception and Scoping;
- 2) WP2: Longitudinal analysis of statistics;
- 3) WP3: Longitudinal qualitative case study research of RAAs;
- 4) WP4: Analysis of Cost Data;
- 5) WP5: Analysis;
- 6) WP6: Outputs; and
- 7) WP7: Learning and dissemination.

4.2 The methodology for each component is detailed below.

4.1 WP1: Project inception and scoping

- 4.1.1. The Contractor shall design the project inception and scoping phase to:
- Refine the overall evaluation approach and research questions;
 - Agree the overall project plan and timetable as well as arrangements for communicating and reporting, and revise if necessary;
 - Understand the background context to RAAs, the models being developed, progress in implementation and plans for collecting MI;
 - Engage RAAs in the evaluation process; and,
 - Develop a typology of RAAs to select a representative sample.
- 4.1.2. As part of this work package (WP1) the Contractor shall undertake the following:
- a) Baseline call and visits to 18 RAAs;
 - b) Consultations with key partners;
 - c) Consultations with key stakeholders;
 - d) Develop a typology of RAAs;
 - e) Produce an inception report at the end of this phase.

a.) Baseline calls and visits to 18 RAAs

4.1.3. The Contractor shall undertake baseline calls and visits to all 18 RAAs. These visits shall be used to:

- **Gain buy-in from the RAAs to the evaluation** to ensure effective engagement of the RAAs, to set up the supply of Management Information (MI), assist in setting up the case studies, enable access to a sample of adopters, to participate in interviews and engage in the learning activities. As part of the visits the Contractor shall explain in detail the evaluation plans, answer any questions and concerns they may have and explain the benefits of being involved, particularly in gathering useful learning from the evaluation and influencing the evolution of the RAA programme.
- **Test the feasibility of the evaluation approach** and methodology with RAAs, such as the best approaches for gathering contact details for the fieldwork, and timings of the fieldwork to minimise the interruption with other key pieces of local activity. The Contractor shall refine, as necessary, the method based on this feedback.
- **Develop and understand the RAA delivery plans to:**
 - *Develop a robust typology* of the 18 RAAs to ensure a representative sample is selected for the longitudinal RAA case studies.
 - *Develop a detailed understanding of the local objectives* the RAAs are working towards, what MI is being captured to measure progress against these, and the feasibility of us accessing and analysing the MI.
 - *Capture early learning* and share the initial experiences of implementing a RAA (for those launched in 2017), or preparing to launch an RAA (for those launching by April 2018), early on.
 - *Support the development of thorough research tools* for work packages 2 and 3 and ensure the Contractor captures the effectiveness and impact of the RAAs in depth.

- *Identify themes for work package 7 (WP7) on learning and dissemination to understand which topics RAAs would like to learn more about, both from other stakeholders within the RAA area and from across the other RAA areas. The topics of interest identified, and agreed in discussion with the Department and shaped by the RAAs, will form the 'learning themes' that will be the focus of WP7.*
- **Understand the data held by RAAs on their adoptive families to inform WP3.**

4.1.4. The contract allows for the baseline visits to include:

- an initial phone call with the 18 RAA Head of Service (or the person responsible for overseeing RAA development if the RAA is not launched);
- a review of key documents; and,
- a visit to each of the 18 RAAs for a meeting with the Head of Service/ project manager and representatives from the RAA governance board, or the development group or equivalent if the RAA is not yet live, and from each of the participating LAs and VAAs.

b.) Consultations with key partners

4.1.5. The Contractor shall consult with key partners involved in the RAAs. This shall include:

- Consulting the delivery partners to understand their role and perceptions of progress to date;
- meeting with the evaluators of the evaluation of Adoption Support Fund (ASF), to understand how the Contractors will work together to ensure the research questions can be answered fully and to avoid research burden where methodologies might overlap;

c.) Consultations with key stakeholders

4.1.6. The Contractor shall consult with key stakeholders (outlined in detail in WP3 below) as part of the WP1 (project inception and scoping during February-April 2018) to ensure wider stakeholders' views and priorities are considered in the evaluation design (following DfE agreement).

d.) Typology development

4.1.7. The Contractor shall use the information gathered from the inception meeting and baseline visits to divide the RAAs into different typologies. These typologies will be used throughout the evaluation – to ensure the Contractor selects a representative sample of RAAs for the case studies and to undertake sub-analysis and understand further which types of RAAs seem to be most effective, and in what circumstances.

4.1.8. The Contractor shall agree the factors to include in the typology during the inception meeting with the Department, and it will be determined by the characteristics of the RAAs. The Contractor shall consider dividing the RAAs into 'types' based on:

- Delivery model (single LA hosting; new VAA; LATC; or existing VAA);

- When expect to become live (spring '17; autumn '17; spring '18 or post-spring '18);
- Composition (number of organisations involved; mix of LAs and VAAs; team structure);
- Size of workforce (number of FTE);
- Geography (Government region, rural/urban split);
- Historical nature of adoption ecosystem (number of children adopted in 2016; average matching time in 2016, number of adopters recruited in 2016; whether contain Centre of Excellence or VAA with PIF funding); and,
- Extent to which close partnership working between the participating LAs/VAAs has been historically present.

e.) Produce an inception report at the end of this phase

4.1.9. The Contractor shall submit an inception report at the end of work package 1 in May 2018. This report shall include key findings from the consultations, including the baseline visits and consultations with stakeholders and non-participating LAs and VAAs. These findings will include:

- Characteristics of the RAAs and the types of models that are being developed;
- Early progress in launching/setting up the RAAs, including areas that are progressing well and challenges that are being faced;
- Reasons why some LAs and VAAs are not yet participating in RAAs;
- Additional support LAs and VAAs might need from the Department or other sources to implement the RAAs successfully;
- Lessons learnt that others could benefit from;
- Any suggested amends to the methodology and research questions, based on discussions at the inception meeting, feedback from the consultations and further examining the data for WP2 and WP3;
- Typology of RAAs and suggested case study selection;
- Suggested refinements to the method for assessing the counterfactual; and,
- Plans for analysis of MI in the case study areas.

WP1: Project inception and scoping phase SCHEDULE OF WORK		
Task	Output	Date Required
Attend inception meeting	Note summarising discussion and agreements on evaluation design	January 2018
Undertake baseline calls and visits with 18 RAAs, and non-participating LAs and VAAs.	A set of agreed research tools for the baseline visits.	January to April 2018
Consult with key partners.	A set of agreed research tools for interviews with key partners.	February to April 2018

WP1: Project inception and scoping phase SCHEDULE OF WORK		
Task	Output	Date Required
Develop typology of RAAs.	An outline and rationale for the typology of RAAs.	31st May 2018
Draft inception report	Submit inception report that includes: an agreed evaluation design and final project plan including: timetable, project management and communication arrangements.	31 st May 2018

4.2 WP2: Longitudinal analysis of statistics (WP2)

4.3.1. As part of WP2, the Contractor shall understand the short- and medium-, and long-term impact of the RAAs, using cross-sectional and longitudinal statistical analyses on: matching; adopter recruitment; and, provision of support to adoptive families. The Contractor shall analyse the performance of those RAAs:

- that have gone 'live' at each of the time points,
- compare performance *before and after* (pre/post) the establishment of the RAA,
- examine differences *between* the RAAs and analyse performance *over time*.
- If possible, the analysis will also compare the performance of those adoption agencies with those RAAs that have not gone live by 2019.

Design

4.3.2. The Contractor shall use a quasi-experimental design using multiple data sources. The Contractor shall utilise repeated cross-sectional analyses, difference in difference cohorts, regression modelling and multi-level modelling to examine performance at specific time points and change over time.

4.3.3. Further detail is provided in the sections below on:

- a) Outcome indicators
- b) Populations and samples
- c) Data sources
- d) Data preparation
- e) Analytical approach
- f) Impact evaluation design – establishing the counterfactual
- g) Longitudinal analysis of Management information

a) Outcome indicators

4.3.4. The Contractor shall measure the performance of RAAs against the following outcome indicators outlined in table 1 below:

Table 1: WP2 Outcome indicators**On Matching:**

1. The number and characteristics of children matched
2. The average time between entry to care, placement order, match, placement and order
3. The number of Inter-agency/inter-RAA placements
4. The relationship of inter-agency payments with matching times and characteristics of children
5. The number and characteristics of children with adoption reversals/pre-adoption breakdowns
6. The referral times to the adoption register
7. Number and characteristics of 'waiting' children

On adopter recruitment:

8. Number and characteristics of prospective adopters registering (Stage 1)
9. Number and characteristics of adopters approved
10. The number (and proportion) and characteristics of registrations that are converted to approvals within 6 months
11. The number (and proportion) and characteristics of approved families matched with a child
12. The number (and proportion) and characteristics of approved families matched within 3 months of approval
13. The number and characteristics of adopters withdrawing from the process (pre/post approval)

On adoption support:

14. The number in receipt of pre-adoption support and the funding streams
15. The number of requests for assessments for post adoption support
16. The proportion of post-order assessments that lead to in house/outsources/ASF support

On efficiency analyses:

17. Trends and patterns in number of children adopted.
18. Progress in a larger proportion of 'hard to place' children being placed
19. The relationship between adopter recruitment, matching and the type of RAA structure
20. Understanding the factors that predict delays, adopter withdrawals, matching reversals, and pre-adoption breakdowns.

4.3.5. The Contractor shall conduct an analysis of the outcomes by sub-group (e.g. 'hard to place' children) where sample sizes are sufficient.

b) Populations and samples

4.3.6. The Contractor shall use the following sampling frame for the analysis of the longitudinal data:

- 1) All children with adoption decisions between 1st April 2014 and 31st June 2020;
 - 2) All persons registering to be adopters between 1st April 2014 and 31st June 2020;
- and,

- 3) All approved adopters waiting to be matched between 1st April 2014 and 31st June 2020.

4.3.7. The Contractor shall use all reasonable endeavours to establish a time frame that: (i) establishes a baseline from which to measure progress and to maximise the available data before the production of the final report; and (ii) reduces the impact of peaks and troughs.

4.3.8. The Contractor shall consider using two further samples of interest in the analysis:

- 1) All families in receipt of support pre/post adoption order provided by the RAA support team;
- 2) All families whose request for an assessment of need for support results in funding from the ASF or support is provided from agencies other than the RAA.

4.3.9. The Contractor shall work with the evaluation team who will be conducting the evaluation of Adoption Support Fund (ASF) to explore whether the ASF Application database can be used to provide information on adoption support. In addition, the seven RAAs who will form the in-depth case studies (WP3 below) will hold data on all the adoption support provided and the Contractor shall investigate whether this information could be provided to allow a subset on adoption support for analysis. If the data are unavailable or burdensome, the Contractor shall 'stability of adoptive placement' as a proxy measure. The Contractor shall use this proxy measure if the ASF data is unavailable, and will be derived from the SSDA903 dataset - adoption disruptions pre and post order.

c) Data sources

4.3.10. The Contractor shall analyse the following data sources, outlined in table 2, to understand any changes experienced by RAA's at the individual child, adopter family and local authority level.

4.3.11. As part of the WP1 the Contractor shall submit a request for the data to be analysed as part of WP2 (Longitudinal analysis of statistics) and refine the method for the counterfactual analysis.

Table 2: WP2 – data sources to be analysed		
Data source	Rationale	Access
SSDA 903 data	<p>This data will provide outcomes and background characteristics data for those adopted. Data will be requested from two files:</p> <ul style="list-style-type: none"> • All data on adoptions made between 1st April 2014 and 31st March 2019. Each row in this database contains data on individual children, including variables such as the name of the local authority, gender; whether adopted by foster carers, date of the adoption decision, date of match with adopters, date of placement with adopters; and date of adoption order. However, the dataset is limited to those children who are legally adopted. • All historical data held on the 'children looked after file' on all children adopted between 1st April 2014 and 31st 	Through DfE 3 months allocated to gain access

	March 2019. This database will enable the longitudinal tracking of the care histories of adopted children such as date of entry to care; reason for entry to care; changes to legal status; types of placement and dates of placement changes.	
ALB data	<p>To add to the SSDA 903 data and provide information on adopters, the Contractor shall request the following files from ALB:</p> <ul style="list-style-type: none"> • All individual level data (at adopter/child level) between 1st April 2014 and 31st March 2020 (to include the first quarter of data from 2020) will be requested. • This is the only source of national level administrative data available on the adopters' journey through the process. It also provides a unique data source of children's journeys from the time of adoption decision (SSDA903 adoption file is only for children with adoption orders). 	Through DfE 3 months allocated to gain access
Local authority and RAA indicators	The adoption landscape and the local authority's effectiveness of placing children differs between areas. The Contractor shall calculate local authority and RAA level measures of for adoption indicators (e.g. total number of matches, proportion of BME children) that will allow us to explore the extent to which these differences affect outcomes and to account for them in our analysis. The Contactor shall explore the feasibility of utilising a similar methodology to the Adoption Scorecards.	Public access
Adoption register	There has been concerns that children have been left waiting due to sequential matching practices and delayed referral to the register. Access to adoption register data will enable analyses whether children are referred to the register in a timely manner, differences by LA/RAA, and give some information on whether sufficiency of adopters is increasing	Discussions on access to be had with DfE in the first instance which is responsible for the Register.
Data from the ASF evaluation	Data on families in receipt of support pre/post adoption (RAA support) and families who request for an assessment of need for support, (resulting in ASF), are not readily available through the administrative data sources.	To be discussed with the ASF evaluation team once contracts are awarded.

d) Data preparation

4.3.12. The research design allows for the following data sets to be created:

- a child-level dataset by merging the data in the requested SSDA903 adopted file, SSDA903 children looked after file and the ALB data using the unique child-level identifier used by the local authorities on the administrative data returns. This

database will track a child's journey from entry to care to adoption (including placement changes, adoption decision, number of matches, adoption reversals, and adoption breakdowns). The Contractor shall link local authority data to the child level dataset to allow for sub-analysis and identification of children adopted under a RAA; and,

- **An adopter level dataset** by using the ALB datasets and the family ID, which will create a longitudinal database of the adopter's journey through the process, through registration to adoption, including withdrawals.

4.3.13. The Contractor shall integrate the two datasets and other variables added such as: the name and type of RAA (each one given a numerical coding), the date that the RAA went 'live' and other useful data collected from available sources such as the Adoption Register, OFSTED reports and our tele-interviews with RAAs (see WP3: Longitudinal qualitative case study research of RAAs). Additional data will be added each year to the master dataset as new data in the table above becomes available.

e) Analytical approach

4.3.14. The Contractor shall analyse the data following a bottom-up approach. The Contractor shall start with descriptive analysis of the data and build up to more complex statistical models, as the understanding of the data evolves – consideration of the findings at each stage of analysis will allow the Contractor to refine subsequent analysis to better answer the research questions and explore any unexpected findings in more detail.

4.3.15. The Contractor shall take into consideration the following complexities when analysing longitudinal and multi-area data of this nature:

- the multi-level structure of the data (see below explanation of multi-level regression modelling),
- the rollout of RAAs going live and potential time lags in the impact of RAA's on adoption outcomes.

Descriptive analyses

4.3.16. The Contractor shall use descriptive analyses to allow for an understanding of how the individual RAAs are performing at each of the three time points in relation to all the outcome indicators that are set out in Table 1, and understand if individual RAAs are seeing a step up in performance. The descriptive statistics will include an examination of whether there is a sufficiency of approved adopters to meet the needs of the waiting children and whether the RAA is meeting the timeliness targets as set out in the adoption scorecards. Appropriate statistical tests (e.g. t tests) will be applied.

Multi-level regression analysis models

The Contractor shall build on the descriptive analysis by employing a number of statistical techniques, including a series of regression analyses, to assess RAA performance and understand which factors at the child, adopter, local authority and RAA levels affect adoption performance. Multi-level regression analysis models shall allow regression slopes to vary by levels (i.e. local authority) and thus produce estimates that are more reliable. As with the descriptive analyses, the regression analyses will be conducted at each time point

of the evaluation (September 2018 to January 2019; September 2019 to January 2020; and September 2020 to January 2021). By specifying each outcome as a dependent variable, the Contractor will determine the extent to which different factors impact on outcomes.

4.3.17. As well as examining individual and overall RAA performance, the Contractor shall compare the performance between the different RAAs. The analysis shall inform an understanding of whether type, size and structure of an RAA is associated with performance. The Contractor will explore if different types of RAA are excelling in recruiting, matching and having stable placements. A particular focus of the analysis will be to understand if certain RAAs have more or less success with 'hard to place' children.

4.3.18. One of the complexities of the dataset is that children and adopters will be in different stages of their adoption journeys. The Contractor shall use event history (survival analysis) to provide the rate and predict adopter withdrawals, matching reversals, and pre- and post-adoption breakdowns. This type of analysis can establish: (i) whether there is a disruption (the rate of disruption), (ii) when children/adopters are most at risk of disruption (timing of disruption), and (iii) predictors of disruption including child, adopter and RAA characteristics.

4.3.19. The Contractor shall take two general approaches to examining the impact of RAAs:

1. *Comparing RAAs over time analyses*

4.3.20. The main aim of the analyses will be to explore the longitudinal course of RAAs. The analyses shall establish the RAAs that are on track in terms of target indicators, RAAs with varying outcomes and RAAs that are lagging on the indicators. It shall also establish the impact of regionalisation on individuals (children and adopters) and agencies (LAs/VAs) who are not in a RAA. The Contractor shall use reasonable endeavours to inform understanding of:

- whether the better performing LAs/VAs pre-regionalisation have been able to sustain their performance through joining the RAA and the effect of 'time' on performance; and,
- Whether the adoption agencies who have not yet joined a RAA have seen their performance increase too.

2. *Latent/growth trajectory models*

4.3.21. Alongside the comparisons over time, the Contractor shall employ latent/ growth trajectory models (a form of multi-level modelling) to explore the variation in individual trajectories of outcomes over time and identification of groups of RAAs who share similar trajectories. The Contractor shall, for example, assign RAAs who have better outcomes over time to one 'group' whilst those who have concerning outcomes will be assigned to another.

4.3.22. The Contractor will establish patterns of change over time, and at three time points, (September 2018 to January 2019; September 2019 to January 2020; and September 2020 to January 2021). using trajectories for the following groups:

- Children (hard to place compared to those adopted under 3 years of age);
- Adopters;

- Adoption agencies (LAs/VAs) not in a RAA;
- RAAs (individual and groups).

Missing data

4.3.23. The Contractor shall consider options for including missing data at a specific time points for an observation to maximise sample sizes and statistical power; develop a model that takes account of RAAs starting at different time; copes with unbalanced data – for example one RAA that places many of hard to place children and another RAA that places very few.

f) Impact evaluation design - establishing the Counterfactual

4.3.24. The Contractor shall undertake a counterfactual impact evaluation, using a quasi-experimental design, to establish what would have happened to adoption outcomes without the introduction of RAAs.

4.3.25. The Contractor shall use reasonable endeavours to respond to potential challenges in establishing the counterfactual, including: establishing a comparison group; rollout and variation of RAA models; external factors; detecting small impacts; and time lag. With these challenges in mind, the Contractor shall investigate the feasibility of a robust impact evaluation of the RAA programme by undertaking the following steps:

- Definition of impacts in scope for the evaluation (outcomes of interest);
- Review of data through which to operationalise a quasi-experimental design;
- Consideration of potential quasi-experimental designs based on the construction of comparison groups;
- Recommendation, based on points 1-3, of the feasible impact evaluation design.

Outcomes of interest

4.3.26. The Contractor shall capture the impact of RAAs with the following four primary indicators identified, and three secondary additional indicators:

Primary indicators

1. *Timeliness of matching*: Duration between entering care/ placement order and being placed with an adoptive family (all adoptions and a focus on harder to reach groups).
2. *Adopter recruitment*: Numbers (and proportions) of registrations/approvals/matches of adopters.
3. *Adoption support*: Numbers of adopters receiving the pre/post adoption support they require and its quality.
4. *Increasing efficiencies*: Changes in adoption function spend/resource and impact on VAs in the market.

Secondary indicators

1. Increase in the percentage of children adopted from care.
2. Fewer adoption placement disruptions pre-and post-adoption order.
3. Fewer adopter withdrawals.

4.3.27. The Contractor shall focus the impact evaluation of RAAs on timeliness, as this is a function of primary indicators 2-3 and secondary indicators 2-3. That is, placement duration is affected by the available supply of adopters, i.e., the number of suitable adopters recruited and adopter-readiness (through pre-adoption support), and levels of pre-adoption disruptions and adopter withdrawals.

4.3.28. Alongside the focus on the cumulative impact (i.e. duration) of sub-outcomes from RAA activity, the Contractor shall also undertake a regression analysis with multiple indicators (e.g. primary indicators 2-3 and secondary indicators 2-3) as predictor variables of adoption placement duration. This combination will improve the chance of detecting sizeable impacts of RAAs and develop an understanding about which elements of activity (e.g. increased adopter recruitment) contribute to this impact.

4.3.29. If sample sizes are sufficient, the Contractor shall conduct the impact evaluation on two groups: (i) all children adopted; and (ii) hard to place children adopted.

Data for the quasi-experimental design

4.3.30. The Contractor shall analyse the data at the individual child level with account taken for local authority (LA) characteristics. The Contractor shall utilise the same master dataset detailed in the longitudinal analysis section above. Individual and LA characteristics that will be used as variables in the impact evaluation will be identified on an empirical and theoretical basis. Key variables are likely to include:

Key outcome:

- Duration from entering care/placement order to adoptive placement (derived).

Individual characteristics (matching variables):

- Age
- Gender
- Ethnic background
- Number of siblings
- LAC history such as number of moves in care and overall length of time in care.

4.3.31. The Contractor shall develop and utilise LA level characteristics, aggregate indicators of adoption performance and characteristics (e.g. proportion of BME child adopted) to minimise the risk that comparison groups will not reflect the treatment group leading to biased/invalid impact estimates. Comparator group construction shall be discussed and agreed with the Department. Comparator groups are discussed below.

4.3.32. The Contractor shall give careful consideration to the most reliable data source for the counterfactual, taking into consideration time lags in the availability of the data for the evaluation. The Contractor shall consider use of the ALB data as the primary data source as this data can be accessed quarterly, whilst giving consideration to the use of SSDA903 that is updated annually. The Contractor shall consider the availability of alternative data sources on a similar basis. The Contractor shall consider and test impacts across various years and by sub-groups of RAAs based on the year of setup. The Contractor shall consult with the

Department on the existence of data sharing agreements to facilitate access to relevant datasets.

Construction of comparator groups

4.3.33. The Contractor shall construct a counterfactual scenario (i.e. business as usual) using the available data, to identify the additionality of RAA activity, by establishing comparison groups that are not subject to RAA activity (treatment).

4.3.34. The Contractor shall agree the comparison groups in discussion with the Department. Table 3 outlines the main potential approaches to constructing a comparison group, the key factors determining their feasibility and their relative advantages and disadvantages.

[REDACTED]	[REDACTED]

4.3.35. The key consideration regarding the concurrent comparison group designs (approaches 1 and 2) shall be the time period the impact evaluation is able to cover. As more LAs form RAAs (it is anticipated that most will do so in 2018), the potential comparison group size will diminish. This is not a problem for approach 3 as the treatment and comparison groups will be approximately equal. The key drawbacks of approach 3 in the context of RAAs are external shocks to the adoption environment that could explain outcomes and the extent to which practice changed in LAs following the introduction of the RAA – if adoption practice did not change substantially at a specific point, it will be difficult to identify impact. A situation where this could occur includes an LA changing its practices in anticipation of forming an RAA e.g. working more closely with other LAs and VAAs.

4.3.36. The following section details how the relative strengths and weaknesses of the different approaches could be used together to establish reliable impact estimates of RAAs.

Impact evaluation design

4.3.37. The Contractor shall develop the comparator groups of RAAs taking into account the following challenges associated with assessing the impact of RAAs, including, the nature and rollout of the RAA programme, the available datasets and potential comparison groups. The Contractor shall address the challenges associated with assessing the impacts of RAAs by

establishing a design that utilises more than one method. The details of the Contractor’s proposed design and rationale for multiple methods is detailed below.

4.3.38. The primary impact evaluation method shall be a Propensity Score Matching (PSM) comparison using historical data – comparing adoption durations pre and post introduction of RAAs. Advantages of this approach include:

- Comparison groups are of adequate size as they include all children/LAs prior to the introduction of RAAs.
- LA adoption and contextual factors are accounted as comparison groups are formed of children from the same LA as those in the treatment group.
- Data are large enough to allow for subgroup analysis of impacts such as types of RAAs and hard to place children.

4.3.39. [REDACTED]

4.3.40. In addition, the qualitative work with RAA stakeholders will capture the perceived impact of the programme. Combined, these three methods will enable reliable estimates about the impact of RAAs to be made.

[REDACTED]

Challenge	Approach to address challenge
[REDACTED]	[REDACTED]

g) Longitudinal analysis of Management Information (MI)

4.3.42. In addition to analysing administrative data as outlined above, the Contractor shall collect and analyse the MI gathered by the RAAs, with the aim of assessing the effectiveness of implementing the RAAs; including progress and impact on wider elements of the adoption system, and progress against local aims and objectives.

4.3.43. The Contractor shall focus the MI analysis on the seven case study areas (outlined below in WP3) to fully understand the local context and RAA plans and assess the extent to which any changes in the MI can be attributed to the implementation of the RAA. During the baseline visits the Contractor shall discuss with the RAAs what MI they are capturing, means of obtaining access the data, and processes for data sharing and data sharing agreements.

4.3.44. The Contractor shall analyse the MI on an annual basis between September and January (yearly) to coincide with the case study visits and longitudinal analysis of admin data.

4.3.45. The Contractor shall gather MI from RAAs in relation to:

- Whether key milestones have been met;
- Staffing levels and roles of staff (e.g. social workers, psychologists) recruited and retained within the RAAs, and historic levels of recruitment (number and roles) and retention prior to implementation (to assess the extent to which the RAA is affecting staff morale);
- Caseloads, pre and post the RAA and composition and type of teams (e.g. recruitment, support);
- Type of adoption support commissioned, and historic support commissioned (to understand the extent to which the RAA is affecting commissioning practices);
- Use of the inter-agency fee, and historic use of the fee (to understand how the implementation of RAAs has affected the use of the fee);
- The use of forecasting data to manage recruitment and matching;
- Any other MI linked to local objectives.

4.3.46. The Contractor shall undertake the analyses of outcomes at three time points:

- September 2018 to January 2019.
- September 2019 to January 2020.
- September 2020 to January 2021.

WP2: Longitudinal analysis of statistics SCHEDULE OF WORK		
Task	Output	Date Required
Request access to SSDA903	Completed NPD data request for SSDA903 template and submitted to DfE.	Initial request: Yearly follow-up requests:
Request access to the ALB data	Complete data request and submit.	Initial request: Yearly follow up requests
Develop child level and adopter level datasets once the SSDA903 data and ALB data has been accessed.	The creation of child and adopter level dataset.	April 2018.
Establishing the counterfactual.	Paper outlining the construction of comparator groups.	February 2018 to April 2018
Analysis of the longitudinal data	Analysis plan prior to analysis commencing.	At three time points: Sept 2018 – Jan 2019 Sept 2019 – Jan 2020

WP2: Longitudinal analysis of statistics SCHEDULE OF WORK		
Task	Output	Date Required
	Interim and final reports, which will include the analysis	Sept 2020 – Jan 2021
Collection of the MI (undertaken as part of the case studies in WP3)	A set of agreed data collection template and tools.	September – November 2018 September – November 2019 September – November 2020
Analyse the MI data		At three time points: Sept 2018 – Jan 2019 Sept 2019 – Jan 2020 Sept 2020 – Jan 2021
Two Interim reports of the analysis and findings	Draft reports provided to DfE	31 st March 2019 31 st March 2020
Final report	Draft reports provided to DfE	31 st March 2021

4.3 WP3: Longitudinal qualitative research

4.4.1. As part of work package 3, longitudinal case study research, the Contractor shall design this strand to:

- Assess the progress in implementing the RAAs, including successes and barriers;
- Understand the local context within which the RAAs are operating;
- Capture qualitative information to measure the outcomes being achieved, focusing in particular on the impact on systems change and partnership working (including the relationship between RAAs, LAs and VAAs) and the quality of adopter support;
- Capture qualitative information to help understand the extent to which changes in outcomes captured through WP2 can be attributed to the RAA, and which elements of the RAA are contributing most to these outcomes;
- Examine the experiences of implementing the RAAs from a range of different perspectives;
- Capture the adopter voice, including their experiences of working within the RAA structure and changes in the quality of adoption support;
- Capture lessons learnt that other RAAs and stakeholders can benefit from; and,
- Measure how the above factors are changing over time.

4.4.2. The Contractor shall undertake a range of longitudinal research as follows:

- a) Stakeholder consultations;
- b) Longitudinal case studies with RAAs;
- c) Adopter research;
- d) Telephone interviews with RAAs not involved in case studies
- e) Interviews with LAs and VAAs not involved in RAAs.

a) Stakeholder consultations

4.4.3. The Contractor shall undertake a series of stakeholder consultations with the purpose of understanding: the national context within which the RAAs are operating (including capturing any changes to policy during the programme); background context to developing the RAAs; and areas of importance that should be a focus in the evaluation, reports and learning strand.

4.4.4. The contract allows for the Contractor to interview eight stakeholders in three fieldwork phases, though the final number shall be agreed during the inception meeting. The Contractor shall agree with the Department the stakeholders to be consulted, which could include:

- Policymakers within the DfE looked-after children and adoption team;
- Chief Executive Officer of Consortium of Voluntary Adoption Agencies;
- Chair of Consortium of Adoption Support Agencies;
- Professional adviser to the Adoption Leadership Board; and
- Representatives from the Adoption Leadership Board and the Local Government Association and Chief Executive of Adoption UK.

4.4.5. Following the consultation with stakeholders as part of the WP1 (project inception) and scoping during February-April 2018) stakeholders will be consulted again as part of the fieldwork in WP3 (September-October 2019 and 2020), to capture any changes in the wider landscape and stakeholder views and priorities.

4.4.6. The Contractor shall discuss and agree the topic guides in consultation with the Department, and advice from the advisory group. The consultations and topic guides will cover a range of topics, including:

- Stakeholders' role in RAA development;
- Rationale for RAA development and particular design features;
- Progress in developing RAAs: Successes, challenges and priorities for the future;
- Contextual factors the evaluation team should be aware of when interpreting evaluation findings; and,
- Stakeholders' perception on key areas of focus for evaluation, including aspects to focus on in thematic insights.

b) Longitudinal case studies with RAAs

4.4.7. The Contractor shall develop and undertake seven longitudinal case studies that enable the evaluation to understand in depth and from a range of perspectives: how the RAAs are being implemented; the key successes and challenges; the local contextual factors; the impact of the RAA on changing systems and partnership working; and the extent to which changes identified through WP2 can be attributed to the RAA.

4.4.8. The Contractor shall visit each of the seven case study RAAs at three points: September-November 2018, 2019 and 2020. For the RAAs implemented in 2017, the first visit in September-November 2018 shall capture the progress of the RAA after its first year of implementation; for those implemented in spring 2018 this would capture the six months. In cases where the RAAs have not launched by September 2018 the Contractor

shall undertake their first visit as soon as they are to ensure the case study captures the full implementation.

4.4.9. The specific case study activity would be tailored to the make-up and objectives of each of the RAAs; this would be discussed with the RAAs during the baseline visits January – April 2018 and presented to DfE as part of the inception report. Although the activities will be tailored, the Contractor assumes that each case study visit would broadly consist of:

- one day to prepare and set up; a three-day visit to the RAA to undertake face to face research; followed by a day of tele-interviews to speak to stakeholders unavailable and/or to clarify areas further;
- interviews with a representative sample of stakeholders involved in implementing the RAA, including local organisations within the broader adoption ecosystem that would interact with the RAA;
- consult, through a mixture of one-to-one interviews and focus groups, approximately 52 stakeholders per visit; across the three visits this equates to 156 stakeholders per RAA and 1,092 stakeholders in total;

4.4.10. Table 2.6: Stakeholders to be consulted during RAA case study

The table below provides an illustrative example of what one case study visit might look like.

Stakeholder group	Stakeholder	Interview format and duration	Reason to be interviewed and/or key areas to explore
Regional bodies / structures	Chair of regional board	Face-to-face / tele-interview	External, independent perspective on RAA development; holistic, regional perspective and context
	CAFCASS/judiciary representative	Face-to-face / tele-interview	Local context regarding courts; information on how RAAs interacted with and affected relationship between adoption services and the courts
	Representatives of RAA steering group	Face-to-face / tele-interview with 1 (assuming other representatives will be include via other interviews)	Information on RAA progress and impact, focusing particularly on leadership and governance
	Representatives of regional development groups	Face-to-face / tele-interview with 1 (assuming other	Information on RAA progress and impact

		representatives will be include via other interviews)	
RAAs	Head of service	Face-to-face interview Likely to require tele-interview at end of case study to clarify outstanding areas/issues highlighted by other stakeholders	Broad-ranging perspective on RAA progress and impact, including accountability and corporate parenting
	Business support	Group interview with range of managers responsible for HR, legal, commissioning, finance and IT. This could be the RAA head of service or deputy head of service	Specific focus on how RAA has changed commissioning and IT/data sharing practices, legal structures and financial arrangements. Strong focus on learning and how barriers were overcome to feed into other RAAs
	Social work recruitment team: Team manager	Group interview of managers	Experiences of moving from LA to RAA team, including changes to their role, responsibilities and working practices, including impact on morale and working relationships; impact of RAA on recruitment of adopters; whether the RAA model has challenged their previous way of thinking/practising
	Social work recruitment team: Social workers / practitioners	Focus group of 4-6 social workers / practitioners (recognising that this could include a multi-disciplinary team); if more practitioners exist in the team a representative same will be selected; if a small number of social workers / practitioners work across recruitment, matching/placement and adoption support just 1 focus group will be convened	

Social work matching/placement team: Team manager	Group interview of managers (see above)	Experiences of moving from LA to RAA team, including changes to their role, responsibilities and working practices, including impact on morale and working relationships;
Social work matching/placement team: Social workers / practitioners	Focus group of 4-6 social workers / practitioners (recognising that this could include a multi-disciplinary team); if more practitioners exist in the team a representative same will be selected	impact of RAA on matching adopters and children; whether the RAA model has challenged their previous way of thinking/practising
Social work adoption support team: Team manager	Group interview of managers (see above)	Experiences of moving from LA to RAA team, including changes to their role, responsibilities and working practices, including impact on morale and working relationships;
Social work adoption support team: Social workers / practitioners	Focus group of 4-6 social workers / practitioners (recognising that this could include a multi-disciplinary team); if more practitioners exist in the team a representative same will be selected	impact of RAA on quality and effectiveness of adoption support (including how the RAA has utilised the Adoption Support Fund); whether the RAA model has challenged their previous way of thinking/practising
VAA CEO	Face-to-face interview	Experiences of integrating VAA into RAA team, including changes to their role, responsibilities and working practices, including impact on morale and working relationships
VAA team manager	Face-to-face / tele-interview	Experiences of integrating VAA into RAA team, including changes to their

			role, responsibilities and working practices, including impact on morale and working relationships
	VAA social workers / practitioners	Focus group of 4-6 social workers / practitioners (recognising that this could include a multi-disciplinary team); if more practitioners exist in the team a representative same will be selected	Experiences of integrating VAA into RAA team, including changes to their role, responsibilities and working practices, including impact on morale and working relationships; impact of RAA on recruitment of adopters; matching adopters and children; and on quality and effectiveness of adoption support (including how the RAA has utilised the Adoption Support Fund)
LAs x2 (if more than 2 LAs linked to RAA representative sample will be selected)	Director of Children's Services	Face-to-face / tele-interview	Overall working relationships between LA and RAA, including changes to accountability and corporate parenting
	Business support	Group interview with range of managers responsible for HR, legal, finance and IT.	How LA has changed IT/data sharing practices, legal structures and financial arrangements in response to RAA. Strong focus on learning and how barriers were overcome to feed into other RAAs
	Team leader of looked after child team	Face-to-face / tele-interview	Impact of RAA on working relationships and referrals between LAC and adoption teams
	Social workers from looked after child team	Focus group of 4-6 social workers; if more practitioners exist in the team a	

			representative same will be selected	
Other local services	ASAs		Face-to-face / tele-interview with 1	Impact of RAA on working relationships and referrals between ASAs/IROs and adoption teams
	Head of IRO service		Face-to-face / tele-interview	
	Chair of adoption panel		Face-to-face / tele-interview	Impact of RAA on their working practices

4.4.11. The Contractor shall develop a sampling frame to ensure the seven longitudinal case studies present a representative picture of the development of the RAAs. The Contractor shall consult a representative sample of stakeholders as part of the case studies, including the selected LAs, organisations and types of practitioner. Table 5 provides an example sampling frame, which the Contractor shall further develop during the scoping phase (see WP1: Project inception and scoping).

4.4.12. Due to the size of some of the samples (such as the LAs) it may not be possible to achieve a representative sample with each RAA; however, a representative sample will be selected across the RAAs. In addition, the Contractor may select different organisations/practitioner types at each visit to maximise the representatives of the case studies.

Stakeholder group	Important factors to ensure are represented across the sample
RAA	Delivery model (single LA hosting; new VAA; LATC; or existing VAA) When became live (spring '17; autumn '17; spring '18 or post-spring '18) Composition (number of organisations involved; mix of LAs and VAAs; team structure;) Size of workforce (number of FTE) Geography (Government region, rural/urban split) Historical nature of adoption ecosystem (number of children adopted in 2016; average matching time in 2016, number of adopters recruited in 2016) Extent to which close partnership working between the participating LAs/VAAs has been historically present Presence of a Centre of Excellence/ VAA with PIF funding
Local authority	Role in RAA (host or not; extent to which LA has TUPE'd staff; level of financial contribution) Size of workforce (number of FTE) Geography (rural/urban split) Population characteristics (ethnicity, level of deprivation) Historical nature of adoption ecosystem (number of children adopted in 2016; average matching time in 2016, number of adopters recruited in 2016)

	Scale of adoption (number of children adopted in 2016) Proximity from where the RAA staff are located
Range of practitioners in adoption teams	Adoption social worker/senior practitioner Adoption/family support worker Family finder Permanence champion Peer adopter mentor Post-adoption support (PAS) worker PAS therapist Educational psychologist Psychologist

c) Adopter research

4.4.13. This strand of work will be led by the Hadley Centre, on behalf of the Contractor. The Contractor shall design this strand of work to understand how the implementation of the RAAs have affected adopters' experiences in the seven case study RAAs. The Contractor shall undertake feedback from adopters attending preparation courses; and qualitative interviews with 30 adopters.

Feedback from adopters attending preparation courses

4.4.14. In September to November 2018 and September to November 2019 the Contractor shall ask the seven-case study RAAs for access to the evaluation form that is given to adopters at the end of their preparation courses. This will provide information on all the prospective adopters who started Stage 2 in 2018 and 2019 in the seven case study areas, and who complete the evaluation form. The Contractor shall adapt the form (or create one if the RAA does not use one), adding some questions that are of interest for this evaluation (e.g. the distance adopters had to travel to the prep group). The form shall include a question asking if the participant would consent to take part in a telephone interview.

4.4.15. The contractor shall ask the seven case study RAAs to distribute the survey in their normal way (usually by email) with the return coming back to the Contractor. In return for this help, the Contractor shall analyse the evaluation returns for the RAA and provide a brief report that would enable them to improve service planning.

Qualitative interviews with adopters

4.4.16. The Contractor shall undertake qualitative research with 30 adopters as they start their adoption journey, at stage 2 of the process. The Contractor shall track the adopters over a three-year period to collect the views from those adopters who withdrew and for those who become approved adopters their views on matching, placement and support within the first 1-3 years of their adoption journey.

4.4.17. In September to November 2018, the Contractor shall select 15 prospective adopters who gave consent in their evaluation form and then interview them by telephone each year until 2021. The second cohort of 15 Stage 2 applicants will be selected in September to November 2019 and followed in the same way for 2 years to consider improvements made as the RAA beds in.

4.4.18. The Contractor shall compare the adopters' experiences with experiences documented in either local or national research in order to understand the extent to which any positive or negative experiences can be attributed to the RAA. The Contractor shall consider replicating questions used in the same areas before the RAA was introduced, or compared with national studies other studies (such as the BBC and Adoption UK Survey), and compare the responses with those in these studies to act as a benchmark.

Adoption support

4.4.19. The Contractor shall have some information on direct post adoption support from the telephone interviews tracking the 30 adopters but that will not include satisfaction with support for those who ask for support many years after placement (i.e. those parenting teenagers). To contact this group, the Contractor shall ask the adoption support teams to email a link to an online evaluation form to adopters who have received direct support from the RAA or support from another agency that the RAA has commissioned or referred onto (e.g. CAMHS). The contractor shall agree the timings of the online survey in discussion with RAAs.

4.4.20. The Contractor shall seek to exclude adopters receiving support from the ASF to ensure adopters are not contacted by two different evaluation teams.

4.4.21. To boost response rates the Contractor shall ask for advice and help from Adopter Voice, and write an article about the evaluation in the newsletters that are regularly sent out to all adopters. The Contractor shall ask Adoption UK to place a short request for help with the evaluation on their website. Twitter and other social media will be used to advertise the survey link. The same methodology will be used in 2020 to understand satisfaction with support over time. Two time points (2018 and 2020) have been chosen to ensure the support provided has had time to conclude and to ensure to minimise adopter fatigue as a result of too many surveys resulting in a poor response rate.

4.4.22. The Contractor shall design the surveys to be brief, well designed and ask the questions that concern adoptive parents to maximise response rates. The Contractor shall confirm expected response rates once population numbers have been provided by the RAAs.

4.4.23. The information from adoptive parents will be triangulated with the views of adoption social workers from the LAs and VAAs on their views of how and whether the adopter's journey and the provision of support has changed as the result of the RAA.

Researching sensitive issues with families

4.4.24. The Hadley Centre shall lead on the adopter interviews and would also expect to work with the Advisory Group and the DfE in planning the content of interviews. The Contractor shall use skilled and sensitive interviewing as required as well as the capacity of the person doing the interview to manage the anger, tears and hurt expressed by adopters without also getting upset.

4.4.25. The Contractor shall be required to submit all research materials to the Ethics Committee (DfE and University of Bristol) for ethical approval before any work can begin. Before conducting any interviews, ethical approval will be sought from the Ethics Committee at the Faculty of Social Sciences and Law, University of Bristol. For the survey, the team will seek further approval from local authorities (LAs) which require LA-level Research Governance.

The Contractor shall obtain written informed consent from all adopters who will be required to 'opt in'. Information about the study will be given prior to the start of interviews, before requesting consent. All participants will have a right to withdraw from the evaluation at any stage.

d) Telephone interviews with RAAs not involved in case studies

4.4.26. The Contractor shall undertake telephone interviews with representatives of the 11 RAAs not included in the case studies to capture the outcomes and learning from all 18 RAAs, to understand and contextualise the outcomes data from these 11 RAAs. These interviews will also enable the Contractor to test the extent to which the case study sample is representative, and to what degree the findings from the case studies can be generalised across all RAAs. If other RAAs are formed during 2017-2020 the Contractor shall also interview the head of service from those RAAs.

4.4.27. The Contractor shall undertake telephone interviews with the RAA Heads of Service and at the same time points as the case study visits to enable the findings to be comparable; this would be September-November 2018, 2019 and 2020.

e) Interviews with LAs and VAAs not yet involved in RAAs

4.4.28. The Contractor shall consult with those LAs and VAAs who are not yet involved in a RAA. The interviews will identify in a systematic way the reasons why these LAs and VAAs have chosen as yet not to join or form/been excluded from a RAA. The consultations will pay particular attention to whether these organisations have particular concerns about the RAAs or are uncertain about how they might affect certain areas of their adoption system. It will also be important to track how the perceptions of these organisations change over time, to examine, for example, whether their concerns soften or harden after seeing the experience of other areas joining RAAs.

4.4.29. By consulting with these organisations during the evaluation scoping phase the Contractor shall use these concerns to shape the evaluation design and focus, which will help identify whether these concerns manifest in the RAAs and, if not, may help alleviate these organisations' concerns. The Contractor shall subsequently consult with these individuals and again during the 2019 and 2020 rounds of fieldwork.

4.4.30. The Contractor shall consult with an individual representative sample of LAs, using the sampling frame outlined above; and an individual from both of the VAAs currently not part of a RAA.

WP3: Longitudinal qualitative research SCHEDULE OF WORK		
Task	Output	Date Required
Consultations with stakeholders- fieldwork in three waves	A set of agreed research tools.	At three time points: February – April 2018 September – November 2019 September – November 2020
Seven longitudinal case studies – fieldwork in three waves	A set of agreed research tools.	At three time points September – November 2018 September – November 2019 September – November 2020
Adopter research: surveys	A set of agreed research tools.	At three time points September – November 2018 September – November 2019 September – November 2020
Adopter research: longitudinal qualitative telephone interviews	A set of agreed research tools.	At three time points: September – November 2018 September – November 2019 September – November 2020
Non case study RAAs: telephone interview fieldwork in three waves	A set of agreed research tools.	September – November 2018 September – November 2019 September – November 2020
LAs/ VAAs not involved in RAAs: telephone interviews	A set of agreed research tools.	February – April 2018 September – November 2019 September – November 2020
Reporting: longitudinal case studies	Draft reports submitted to the Department	March 2019 March 2020 March 2021
Reporting: Adopter research	Draft reports submitted to the Department	March 2019 March 2020 March 2021
Reporting: Non case study RAAs: telephone interview fieldwork in three waves	Draft reports submitted to the Department	March 2019 March 2020 March 2021
Reporting: LAs/ VAAs not involved in RAAs: telephone interviews	Draft reports submitted to the Department	March 2019 March 2020 March 2021

4.4 WP4: Analysis of Cost Data

4.5.1. The Contractor shall design this work package (WP4) is to evaluate the cost-efficiency and cost-effectiveness of the different RAA models, and to address the specific questions that include:

- What are the costs of each of the four RAA models, including overheads and staff costs?

- What 'outputs' do the four RAA models provide (e.g. number of adoptions, timelier matching etc.)?
- What has been the impact of the move to an RAA model, and why, on costs to individuals, organisations, systems and processes, compared to prior models?

4.5.2. The Contractor shall focus the collection of cost data on the seven case study areas (outlined in WP3 above) in order to fully understand the costs and ensure the data captured is consistent and robust. The costs will be generalisable to all 18 RAAs because the Contractor shall be selecting a representative sample of case studies.

4.5.3. The Contractor shall focus this work package on:

- **cost-efficiency analysis** to measure the input or resources devoted to each standardised unit of output (or vice versa). In this context, cost efficiency will be judged as the average cost per adoption, and will investigate the most efficient way of securing adoptions through each of the models; and,
- **cost-effectiveness analysis** based on the timeliness and quality of matching, which will be collected through children looked after datasets. Cost-effectiveness analysis is distinct (but related to) cost-efficiency analysis, and focuses on the relationship between outputs and outcomes (rather than inputs). In summary, timelier matches avoid the time spent on costlier care from the local authority or foster care (and associated worse outcomes including behavioural and emotional difficulties). The difference in matching time periods can therefore be calculated in terms of unit costs for adoption, foster care and residential care.

4.5.4. The Contractor holds unit costs data applied for in prior work and from unit cost databases including the PSSRU's Unit Costs of Health and Social Care.

Cost-efficiency analysis: Inputs (costs)

4.5.5. Cost-efficiency analysis requires measuring the inputs and outputs arising from the RAAs. The inputs or resources comprise two main direct costs:

- **Overheads** (fixed costs that remain the same regardless of the number of adoptions): Examples of overheads are the costs associated with premises and equipment, support services (e.g. finance, HR, management and administration) governance, legal and consultancy costs, other costs including TUPE and pension liabilities.
- **Delivery costs:**
 - Staff costs (in terms of Full Time Equivalent (FTE) staff members)
 - Functional costs (e.g. recruitment, support, matching and linking)
 - Expenditure on external adoption support services.

4.5.6. The Contractor shall explore setup costs incurred in the transition to the RAA model (e.g. IT systems changed to share data across local authorities), which will also include any costs associated with discontinuing previous approaches. As these are 'sunk costs', they will not form part of any cost efficiency ratios, but will be important to explore as they are likely to impact delivery and outcomes. It will also be worth considering to what extent any grant funding enables RAAs to meet these costs.

Inputs will be calculated based in the first instance on expenditure data from the financial

accounts of RAAs, sourced from RAAs. The Contractor shall supplement accounts data with PSSRU Unit Costs of Health and Social Care guidance on overheads.

4.5.7. The Contractor shall collect data for each of the relevant financial years of RAA activity (2017/18-2020), but also incorporate comparison with the pre-RAA model accounts and available data on circumstances (e.g. size of the care population, past adoption performance). This will allow the Contractor to assess the efficiency savings potentially arising from operating at larger scale. As well as direct costs, through desk research and interviews, the Contractor shall aim to uncover indirect costs of the RAAs from staff time not accounted for in direct expenditure (for example, work in conjunction with other interventions or services) and in-kind resources (for example, use of facilities, buildings and equipment).

Cost-efficiency analysis: Outputs

4.5.8. Outputs for the cost-efficiency analysis will be measured by RAAs' activity data and management information (see WP2). Qualitative interviews will also explore and triangulate the quantitative data (see WP3). To synthesise all the data and time points for collection, the Contractor shall draw up an evaluation framework, based on the impact measures, research questions and timings within the scope and timing of this evaluation set out in the ITT (Table 1). This will be informed by RAA business plans that are analysed in an initial literature review. The evaluation framework will guide the data collection across the RAAs and different types of models, based on a coding framework.

4.5.9. The Contractor shall provide RAAs with a data collection template, with supporting guidance pack, clearly outlining the data required and the secure portal to provide data (Datasend). The Contractor shall have oversight of the data submitted and will contact the RAA contact should any clarification need to take place. The template shall also allow for capturing unintended consequences and findings from any local studies on cost savings to local authorities, or where bespoke local costs have been developed. The Contractor shall begin the data collection slightly before the fieldwork period (June – August 2018, 2019 and 2020) to reduce the burden on the RAAs, as they will not then need to complete these and participate in the visits at the same time. This also enables the Contractor to use the visits to help interpret the costs, clarify any areas and answer any questions.

Cost data analysis

4.5.10. The completed templates from the RAAs, and costs data, will collectively form an analytical framework for analysis. Comparing the costs and ratios of outputs per adoption will allow the Contractor to make a comprehensive assessment of the cost-efficiencies associated with RAAs. The RAAs can be assessed against:

- Each other;
- Prior models, using pre-RAA data, to evidence increased/decreased expenditure and/or improved/worsened outputs; and,
- Non-RAA models, where local or national statistics for comparison are available (e.g. national datasets mentioned in WP2) – for example, assessing which national quartile of an indicator the model would sit, or how it compares to the mean/median average).

4.5.11. Following cost-efficiency analysis, the Contractor shall undertake cost-effectiveness analysis based on the timeliness of placements. Consideration in the analysis will be given to 'who pays' and 'who benefits' (local authorities, VAAs, Practice and Improvement Fund, other sources), and whether the timing of the Fund's grant rounds has any impact. For example, costs from failed matches may accrue to local authorities but not RAAs. Consideration shall also be given to the number of adopters that withdraw from the process, which are likely to provide a significant cost loss (e.g. time taken for assessments etc.).

4.5.12. Related to the costs analysis, it is expected that the qualitative research will also pick up cost-related issues from the onset of the RAA model that may include risk, financial security, how RAAs respond to peaks and troughs in demand, financial impact on local authorities and VAAs, and the impact of the ASF.

WP4: ANALYSIS OF COST DATA SCHEDULE OF WORK		
Task	Output	Date Required
Evaluation framework	An agreed evaluation framework	At three time points: June 2018 – January 2019 June 2019 – January 2020 June 2020 – January 2021
Cost template and guidance pack	An agreed cost template and guidance pack.	At three time points: June- August 2018 June- August 2019 June – August 2020
Analytical framework	An agreed analytical framework.	At three time points: November 2018 – January 2019 November 2019 – January 2020 November 2020 – January 2021
Cost-efficiency analysis	Analysis to feed into the report	November 2018 – January 2019 November 2019 – January 2020 November 2020 – January 2021
Cost-effectiveness analysis	Analysis to feed into the report	November 2018 – January 2019 November 2019 – January 2020

WP4: ANALYSIS OF COST DATA SCHEDULE OF WORK		
Task	Output	Date Required
		November 2020 – January 2021
Reporting	Draft report submitted to the Department	31 st March 2019 31 st March 2020 31 st March 2021

4.5 WP5: Analysis

4.6.1. The purpose of this work package is to bring together the data from the previous work packages to undertake detailed analysis to fully understand the effectiveness and impact of the RAAs. This includes qualitative analysis and triangulation analysis.

4.6.2. The Contractor shall generate a clearly structured approach to the analysis, based on the variety of qualitative and quantitative evidence. The Contractor shall undertake the following analytical stages and tasks:

Qualitative analysis

4.6.3. The Contractor shall organise the qualitative analysis linked to activity in WP3 into two distinct phases - data management and data interpretation. The Contractor shall draw upon the topic guides and early stages of fieldwork to develop a framework of themes and sub-themes organised around the key research questions. This will be reviewed as the fieldwork progresses, in close consultation with the Department. The data from the transcripts and field notes will be summarised and synthesised under the headings and sub headings within the framework. The Contractor shall use qualitative software to code the data ready for the second tier of analysis.

4.6.4. The subsequent data interpretation stage will involve synthesising findings across the multiple sets of interview respondents and case study areas, searching for similarities and differences or any other patterns occurring in the data – according to key variables. The selection of key variables will be closely linked to the typology developed during the scoping phase.

Triangulation and Contribution Analysis

4.6.5. The Contractor shall use a process of triangulation to check the findings from the qualitative and quantitative elements. This is a particularly important element and will work in a number of ways:

- Within each RAA, a process of triangulation will be undertaken to check the findings from the various interviews with different groups of stakeholders. This will allow us to establish the degree to which these different data sources support or refute each other and allow us to present a consolidated view from each area.

- Findings from the case studies will be used to feed directly into the longitudinal data analysis by developing more accurate or useful models. As noted, the Contractor shall use these findings to develop typologies by which to undertake analysis, e.g. assessing whether certain models or approaches have led to different results to others.
- As mentioned in WP2, the Contractor shall apply Contribution Analysis, using the qualitative research to help explain the result of longitudinal data analysis at a more granular level, and to assess the extent to which changes in the data can be attributed to the introduction of the RAA.

WP5: Analysis SCHEDULE OF WORK		
Task	Output	Date Required
Qualitative Data management	A document outlining the structured approach to analysis.	December 2018 December 2019 December 2020
Qualitative research: Data interpretation and triangulation	Undertake analysis	December 2018 – February 2019 December 2019 – February 2020 December 2020 – February 2021
Reporting	Draft report submitted to the Department	31 st March 2019 31 st March 2020 31 st March 2021

4.6 WP6: Learning and dissemination

4.7.1. The purpose of this work package is to:

- Capture key learning stemming from the evaluation that are of particular importance to the RAAs and local stakeholders;
- Share key learning with external audiences;
- Share key learning with RAAs; and,
- Create opportunities for RAAs to share learning with each other.

4.7.2. The Contractor shall maximise the learning opportunities presented by the phased roll-out of the RAA programme, and focus on a series of 'learning themes', with one or two themes each year. The Contractor shall utilise a range of activities to share the learning, including the thematic reports and presentations to RAAs and stakeholders. The Contractor shall work closely with the Department who may run their own series of learning events, and the Contractor shall contribute to these, or run our own learning events.

Selecting learning themes

4.7.3. The Contractor shall take a steer from the advisory group, RAAs and local stakeholders over the focus of the learning themes. During the baseline visits as part of WP1: Project inception and scoping the Contractor shall discuss with each RAA which areas they would like to learn more about, both from other stakeholders within the RAA area and from across the other RAA areas.

4.7.4. Following this consultation the Contractor shall agree the final set of themes with the Department. Possible learning themes include:

- Partnership working between LAs and VAAs: What lessons have been learnt in dividing roles and responsibilities?
- RAA legal structures: What legal structure is most appropriate in different scenarios?
- Commissioning adoption support: What innovative practice have RAAs introduced, and what impact has this had on the quality of adoption support?
- Recruiting adopters: What innovative practice have RAAs introduced, and what impact has this had on the recruitment of adopters?
- Adopters' experiences of RAAs: How RAAs have affected adopters' experiences of adoption
- Financial considerations in working together: What is the financial impact on individual LAs/VAAs/ASAs?

Sharing learning

4.7.5. The Contractor shall undertake three areas of activity: production of four thematic reports, stakeholder presentations and RAA workshops.

Thematic reports

4.7.6. Four thematic reports will be produced, one each year between 2018 and 2021. Each thematic report will look in depth at a particular issue to assess not just what lessons have been learned but how these might be applied across RAAs and potential RAAs. The thematic report will be fully congruent with the learning needs of potential key stakeholders. Following these meetings an initial plan will be drawn up for thematic reports, keeping this open to take account of the possibility that new learning needs develop later (thereby maintaining flexibility if an unexpected learning need arises later to produce a thematic report).

Stakeholder presentations

4.7.7. The Contractor shall present the evaluation findings and learning from the evaluation to external groups of stakeholders. The presentations could include an overview of the evaluation findings to date, the learning identified as part of the learning themes for that year, and key recommendations for external stakeholders. This would be followed by a question and answer sessions. The Contractor shall agree the precise timings of the presentations with DfE: presenting after each annual report would be beneficial as this ensures learning is shared from the evaluation early on; however, it may risk reporting on emerging findings that change over time, and so it might be better until the evaluation has understood the medium-term effects of RAAs. The Contractor shall agree the external audience with DfE, but possibilities include presentations to the Adoption Leadership Board

or key conferences (such as National children and Adult Services Conference, events linked to Adoption Week and the CVAA AGM).

RAA workshops

4.7.8. Following the sign-off of each annual report the Contractor shall run a workshop with the Heads of Service from each of the 18 RAAs, to share the evaluation findings. The Contractor shall consider and agree with the Department:

- opening the workshop with a presentation on the key findings from the evaluation;
- focusing on the key learning stemming from the learning themes;
- facilitating a discussion amongst the RAAs to share learning and best practice in the learning areas;
- featuring presentations from some of the RAAs themselves, who are identified through the fieldwork to be undertaking good practice in the learning theme areas;
- running 'case clinics'; structured exercises that guide a group of peers to work together to solve a challenge presented by one of the peers.

WP6: LEARNING AND DISSEMINATION SCHEDULE OF WORK		
Task	Output	Date Required
Thematic reports	Four thematic reports to be produced.	At four time points: December 2018/January 2019 June 2019 December 2019/January 2020 September/ October 2021
Share key learning with external audiences	3 stakeholder presentations	At three time points: April 2019 April 2020 December 2021
Share key learning with RAAs	3 RAA workshops	At three time points April 2019 April 2020 December 2021

5. TIMETABLE

A high-level overview of the timetable for the evaluation is provided below. The Contractor shall develop more detailed timetables in consultation with the Department as the evaluation progresses.

	2017				Year 1 2018				Year 2 2019				Year 3 2020				Year 4 2021							
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4				
	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
Programme timeline																								
Round 1 RAAs (launched)			4																					
Round 2 RAAs (planned)				4																				
Round 3 RAAs (planned)					10																			
Evaluation timeline																								
WP1: Project inception & scoping																								
Inception meeting																								
Baseline calls & visits																								
Typology development																								
Inception report																								
WP2: Longitudinal analysis of statistics																								
Longitudinal analysis of admin data																								
Counterfactual analysis																								
Longitudinal analysis of MI																								
WP3: Longitudinal research of RAAs																								
Stakeholder consultations																								
In-depth RAA case studies																								
Adopter research																								
RAA tele-interviews																								
Interviews with LAs & VAAs not involved in RAAs																								
WP4: Analysis of cost data																								
Data collection																								
Cost efficiency analysis																								
Cost effectiveness analysis																								
WP5: Analysis																								
Analysis																								
WP6: Outputs																								
Annual reports																								
Interim thematic insights																								
Final report																								
WP7: Learning & dissemination																								
Stakeholder presentations																								
RAA workshops																								
Project Management																								
Regular project management																								
Advisory group meetings																								

A more detailed timetable of the main tasks for 2018 is provided below in table 6. The Contractor shall work up detailed timetables for future years of the evaluation in consultation with the Department as the evaluation progresses.

The Contractor shall use a flexible and responsive approach to the evaluation that will enable the team to respond to changes in the RAA environment. Whilst the Contractor has planned for set points of activity there is enough flexibility built in, to enable us to respond to delays in launching the RAAs.

Date	Task
January 2018	<ul style="list-style-type: none"> Set-up meeting. Start work on contracting all RAAs and organising baseline visits to RAAs, stakeholders, LAs not involved in RAAs. Start work on developing topic guides for baseline interviews. Start completing application forms to access SSSA903 data and ALB data. Start exploring options for counterfactual
February 2018	<ul style="list-style-type: none"> Baseline fieldwork starts. Submit application forms to access SSSA903 data and ALB data. Introductory meeting between the Contractor and evaluators on the

	evaluation of Adoption Support Fund.
March – April 2018	<ul style="list-style-type: none"> Start to develop cost template and guidance pack.
May 2018	<ul style="list-style-type: none"> Fieldwork ends. Draft paper on counterfactual analysis. Draft inception report submitted to DfE (including draft research tools and recommendations for the seven case study areas).
June 2018	<ul style="list-style-type: none"> First Advisory Group meeting. Start to develop stage two adopter survey questionnaire. Begin fieldwork to collect cost data from RAAs. Agree final set of research tools for wave one longitudinal case studies.
August 2018	<ul style="list-style-type: none"> Agree stage 2 adopter survey questionnaire.
September 2018	<ul style="list-style-type: none"> Begin fieldwork for wave one of longitudinal case studies.
October/November 2018	<ul style="list-style-type: none"> Longitudinal analysis ongoing, case study research ongoing
November 2018	<ul style="list-style-type: none"> Complete fieldwork for wave one longitudinal case studies. Start cost efficiency and cost effectiveness analysis.
December 2018	<ul style="list-style-type: none"> Continue with longitudinal analysis, cost efficiency and cost effectiveness analysis. Submit draft of first thematic insight report to DfE.

6. Outputs

In order to have a comprehensive set of reports that meets stakeholder needs, the Contractor shall produce: annual reports; separate interim thematic reports, followed by a final evaluation report.

Annual reports

Each annual report shall be no longer than 150 pages and will provide a range of learning across all key areas, actionable learning in addition to explaining the current 'state of play' for RAAs and possible development trajectories. Each annual report will:

- Outline the findings from the qualitative fieldwork;
- Outline the yearly analysis of the impact indicators;
- Build upon the previous report, highlighting continuities, new areas of development and additional outcomes achieved or areas of concern
- Include information from across all RAAs (including, where relevant, from LAs and VAAs that are not yet part of RAAs), with RAAs being grouped by typology and model as required to provide generalizable learnings around progress and potential learnings.
- Not sit separately but will report on quantitative and qualitative findings together to provide a coherent view on key issues.

The Contractor shall report findings, even if preliminary, to the Department as soon after data collection as possible to ensure the Department receives on-going analysis and information to inform policy and spending decisions. The Contractor shall aim to provide findings within 3 months of delivery of cleaned data.

Thematic reports

Four **thematic reports** will be produced in total between 2018 and 2021. Each thematic report will look in depth at a particular issue to assess not just what lessons have been learned but how these might be applied across RAAs and potential RAAs. The thematic report will be fully congruent with the learning needs of potential key stakeholders.

Each thematic report will be a relatively focused document less than 20 pages and will include:

- an overview of RAA development on the issue in question to set the broad context, a review of the situation to date and then a focus on key learnings;
- As far as possible, provide solutions based on actually implemented developments in RAAs, with signposting to other documents (e.g. relevant protocols, approaches) as required. In this sense, each thematic report looks to move beyond being a simple “report” and becomes a “how-to” guide or repository of implementable actions on a certain issue.

Final evaluation report

The **final report** will provide a full summative account of the evaluation, following the Department’s reporting guidelines. It will include detailed findings from the evidence across all areas and organised around the main research questions and themes for the study; a set of conclusions and recommendations, and a full method statement, appraising the strength of the evidence. The use of anonymous verbatim quotes throughout the report will help illustrate the practice examples and provide additional richness to the findings.

The Contractor shall adopt an accessible style and tone, and that the examples are sufficiently well developed and contextualised to support the development of learnings that may subsequently be provided to stakeholders in an alternative format.

The Contract allows for drafting, quality assurance and responding to comments, to produce a high quality final document suitable for publication.

Table 7 below shows timetabled points at which the Contractor shall provide draft (unless otherwise specified) interim or full findings to the Department.

Table 7: Reporting timetable	
Timing	Description
June 2018	Report from WP1 – inception and scoping phase
January 2019	Thematic insight report (one of four)
March 2019	Annual report (one of two)
April 2019	Stakeholder and RAA presentations
June 2019	Thematic insight report (two of four)
March 2020	Thematic insight report (three of four)
March 2020	Annual report (two of two)
June 2020	Stakeholder and RAA presentations
September 2020	Thematic insight (four of four)
March 2021	Final report
December 2021	Delivery of agreed final report ready for publication
December 2021	Stakeholder and RAA presentation

7. Staffing

Ecorys UK shall be the lead Contractor for this contract:

- **Project Director**, [REDACTED] will be responsible for the overall delivery of the contract, and provide overall management and direction. He will have overall accountability for the delivery of the contract requirements, and responsibility for quality assuring all evaluation activity, learning strands and outputs. He will be responsible for ensuring the availability of team members. He will contribute at relevant meetings, presentations and learning activities.
- **Project Manager**, [REDACTED] will oversee the day-to-day evaluation delivery and will provide a single point of contact and communication with the Department throughout the evaluation, via regular telephone and written communication. Key responsibilities will include: overseeing and co-ordinating the delivery of all work packages, including the research design and the development of research tools; ensuring there is crossover between the various evaluation strands and to manage the timing of the strands to ensure both

comprehensive and compatible data collection; contribute to and oversee the production of all outputs and reports; contribute to relevant meetings, presentations and learning activities.

The Contractor shall also set up a 'core management team' comprising key representatives from the two partner organisations to oversee all aspects of the study and ensure regular communication. As part of their remit, the Project Manager will assume responsibility for managing relationships with the Hadley Centre for Adoption and Foster Care Studies.

Following the contract, the Contractor shall put in place legal subcontractor agreements with the Hadley Centre covering roles and responsibilities, deliverables and timescales, and required standards in terms of data protection, quality and ethics. In addition, The Contractor shall develop a Subcontractor Agreement with the Hadley Centre to underpin the working arrangement, which will be signed following contract agreement. This will state the intention of all partners to follow key principles in delivering all activities relating to this study, and protocols in terms of maintaining contact.

The Contractor will sub-contract certain elements of the research with the following staff from the Hadley Centre, University of Bristol [REDACTED]

- [REDACTED] will oversee, support and provide: guidance on adoption issues at all stages of research; expert input into research design, typologies and research tool development; a contribution to annual reports; development of and contribution to relevant meetings, presentations and learning activities.
- [REDACTED] will oversee, support and provide: guidance on adoption issues at all stages of research; expert input into research design, typologies and research tool development; expert guidance on longitudinal datasets; a contribution to annual reports; development of and contribution to relevant meetings, presentations and learning activities.

The following delivery staff will be involved as part of the Contract:

Qualitative Researchers		
[REDACTED]	<ul style="list-style-type: none"> • Experienced researchers with high level qualitative research skills. • Supporting research activities in WP3. • Contribution to reporting and outputs 	[REDACTED]
Quantitative Researchers		
[REDACTED]	<ul style="list-style-type: none"> • Experienced economists with high level quantitative skills • Supporting research activities in WP2 and WP4 • Contribution to reporting and outputs 	[REDACTED]

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The Contractor shall organise regular contract management communication broadly as outlined below while being responsive to the needs of the contract throughout. The Ecorys – Hadley Centre partnership will:

- Attend an initial set-up meeting with the Department and up to four Advisory Group meetings a year at the Department’s premises;
- Produce up to four, written progress reports ahead of attendance at Advisory Group meetings. The Contractor shall discuss the content and structure of these progress reports with the Department at the inception meeting. The reports are likely to cover performance against agreed key milestones and/or deliverables in the period, feedback on findings from the evaluations as well as any updates on management and delivery (e.g. key risks to contract delivery and issues arising).

The Contractor shall facilitate contract management by a structured approach to internal partnership meetings. The Contractor will hold quarterly management meetings with the Hadley Centre through the evaluation but will be responsive to needs and will schedule additional meetings as required. In addition, the Contractor shall maintain regular communication channels with the Department’s Project Manager to discuss issues in relation to progress.

The following department for education staff will be working on the project.

- [REDACTED] will be responsible for the overall project management of the contract, and provide overall management and direction.
- [REDACTED] will be the project manager and oversee the day-to-day delivery of the evaluation and will provide a single point of contact and communication with the Contractor throughout the evaluation, via regular telephone and written communication.
- [REDACTED] will be responsible for the overall policy direction of the contract, and contribute to the development and agreement of outputs, key milestones and deliverables.

8. STEERING COMMITTEE

The Project Manager shall set up a Steering Committee for the Project, consisting of representatives from the Department, the Contractor, and any other key organisations whom the project will impact on, to be agreed between the parties. The function of the Steering Committee shall be to review the scope and direction of the Project against its aims and objectives, monitor progress and efficiency, and assess, manage and review expected impact and use of the findings from the Project against an agreed Project Communication Plan, through the standard Department Communication Plan Template. The Committee shall meet at times and dates agreed by the parties, or in the absence of agreement, specified by the Department. The Contractor’s representatives on the Steering Committee shall report their views on the progress of the Project to the Steering Committee in writing if requested by the Department. The Contractor’s representatives on the Steering Committee

shall attend all meetings of the Steering Committee unless otherwise agreed by the Department.

9. Risk Management

The following risks have been identified for this evaluation, along with mitigating actions.

Risks/challenges	Likelihood and impact (H=High, M=Medium, L=Low)	Mitigating actions
Slippage to delivery	Likelihood: M Impact: H Limits ability to do longitudinal analysis	<ul style="list-style-type: none"> • Ongoing consultation between evaluation team and DfE to monitor timescales and possible slippage • Flexible approach to case study visits (providing ability to develop positive learnings around reasons/implications of slippage) • Considerable slippage may affect ability to undertake quantitative analysis but will still be possible across RAAs where is no slippage
Low levels of engagement in the evaluation by RAAs or non-RAA organisations	Likelihood: M Impact: H - May result in limited qualitative data availability (impacting on overall evaluation and quantitative analysis) Would risk lack of buy-in to recommendations	<ul style="list-style-type: none"> • Evaluation model places a strong emphasis on stakeholder participation, from design stage through to reporting: fostering a sense of ownership • Focus on face-to-face communication for key stakeholders and areas • Visits arranged in conjunction with staff to reduce burden • Emphasis on formative evaluation and shared learning, to show value of taking part • If stakeholders are not engaging in case study another RAA will be selected
Case studies are not representatives	Likelihood: L Impact: M Would reduce policy impact and usefulness of evaluation reports; may overlook innovative examples	<ul style="list-style-type: none"> • Sampling frame developed to capture representative sample, informed by detailed scoping phase • Ability to cover all RAAs via tele-interviews • Ongoing pooling of good practice examples and materials identified by the evaluator to make best use of 'soft' intelligence
Major political/social events impact	Likelihood: L Impact: M Could make assessing impact on RAAs via admin data complex if	<ul style="list-style-type: none"> • Clear records kept of major events, including geographical scale and size

on time series analysis	trends across areas impacted by major events	<ul style="list-style-type: none"> • Triangulated qualitative data used to feed into analysis of admin data • Regular contact across all RAAs and stakeholders to allow for identification of major issues at national or local level.
Evaluation unable to disentangle the effects of RAA from other developments	Likelihood: L Impact: M/H Limits ability to draw robust conclusions on impact of RAAs	<ul style="list-style-type: none"> • Mixed methods approach allows ability to triangulate qualitative information from a variety of stakeholders with quantitative data • Contribution Analysis approach and flexible approach to analysis of admin data allows different models to be tested
Small sample sizes for sub-groups (including 'Hard to place children')	Likelihood: M/H Impact: M Sophisticated quantitative analysis and impact analysis for sub-groups could be limited	<ul style="list-style-type: none"> • Sub-groups of children (e.g. hard to place) could be amalgamated across RAAs to reach sufficient sample • Mixed methods approach allows ability to triangulate qualitative information from a variety of stakeholders with quantitative data
Team members become unavailable during the evaluation period	Likelihood: M Impact: M Could result in lack of continuity in the relationships between the evaluators and DfE / RAAs, and / or net loss of expertise from the evaluation team.	<ul style="list-style-type: none"> • Time inputs of team members safeguarded at the point of contract signature, and formalised with the Ecorys HR / work planning system • Replacements at same grade / level
Adopter voices are not heard or taken into account within the evaluation	Likelihood: L Impact: M/H Would miss out the perspectives of people with lived experience of adoption, and therefore weaken the evidence base	<ul style="list-style-type: none"> • Specific element of adopter research being undertaken • Additional provision of thematic report focusing on learning around adopters to ensure methodical and detailed dissemination of views

10. Data Collection

The Department seeks to minimise the burdens on Schools, Children's Services and Local Authorities (LAs) taking part in surveys.

When assessing the relative merits of data collection methods the following issues should be considered:

- only data essential to the project shall be collected;
- data should be collected electronically where appropriate/preferred;
- questionnaires should be pre-populated wherever possible and appropriate;
- schools must be given at least four working weeks to respond to the exercise from

- the date they receive the request; and
- LAs should receive at least two weeks, unless they need to approach schools in which case they too should receive 4 weeks to respond;

The Contractor shall clear any data collection tools with the Department before engaging in fieldwork.

The Contractor shall check with the Department whether any of the information that they are requesting can be provided centrally from information already held.

11. CONSENT ARRANGEMENTS

The Department and the contractor shall agree in advance of any survey activity taking place the consent arrangements that shall apply for each of the participant groups. All participants should be informed of the purpose of the research, that the Contractor is acting on behalf of the Department and that they have the option to refuse to participate (opt out). Contact details should be provided including a contact person at the Department. Children who are 16 or over will usually be able to give their own consent but even where this is so, the Contractor, in consultation with the Department, should consider whether it is also appropriate for parents, guardians or other appropriate gatekeepers (e.g. schools, Local Authorities) to be informed when a child has been invited to participate in research.

12. PROJECT COMMUNICATION PLAN

The Contractor shall work with the Project Manager and Steering Group to agree the content of the Project Communication Plan on the standard Department Communication Plan Template at the start of the Project, and to review and update at agreed key points in the Project and at the close of the Project. The Communication Plan shall set out the key audiences for the Project, all outputs intended for publication from the Project, the likely impact of each output, and dissemination plans to facilitate effective use by the key audiences.

End of Schedule One

Schedule Two

1 Eligible expenditure

1.1 The Department shall reimburse the Contractor for expenditure incurred for the purpose of the Project, provided that:

- (a) the expenditure falls within the heading and limits in the Table below; and
- (b) the expenditure is incurred, and claims are made, in accordance with this Contract.

1.12 Funding for the evaluation from financial year 2020-2021 will be dependent on future funding being available.

Project Milestone	Payment Amount	Payment Date
2017/18 financial year		
Undertake baseline calls, visits, and stakeholder consultations; develop typology; undertake longitudinal analysis of admin data; set out counterfactual analysis.		15 th March 2018
Total		
2018/19 financial year		
Draft report on Inception and scoping phase		31 May 2018
Draft Thematic insight report (one of four)		30 December 2018
Draft Annual report (one of two)		31 March 2019
Total		
2019/20 financial year		
Draft Thematic insight report (three of four)		30 December 2019
Draft Annual report (two of two)		31 March 2020
Total		
2020-21 financial year		
Draft Thematic insight report (four of four) Attend advisory group meeting		30 September 2020
Ongoing analysis		31 March 2021
Total		
2021-22 financial year		
Delivery of agreed Final report ready for publication		31 st December 2021
total		
EVALUATION TOTAL excluding VAT	£354,607.11	

Expenditure for the financial year 2017-2018 shall not exceed [REDACTED] exclusive of VAT.

Expenditure for the financial year 2018-2019 shall not exceed [REDACTED] exclusive of VAT.

Expenditure for the financial year 2019-2020 shall not exceed [REDACTED] exclusive of VAT.

Expenditure for the financial year 2020-2021 shall not exceed [REDACTED] exclusive of VAT.

Expenditure for the financial year 2021-2022 shall not exceed [REDACTED] exclusive of VAT.

Total Project expenditure shall not exceed £354,607.11 exclusive of VAT.

- 2 The allocation of funds in the Table may not be altered except with the prior written consent of the Department.
- 3 The Contractor shall maintain full and accurate accounts for the Project against the expenditure headings in the Table. Such accounts shall be retained for at least 6 years after the end of the financial year in which the last payment was made under this Contract. Input and output VAT shall be included as separate items in such accounts.
- 4 The Contractor shall permit duly authorised staff or agents of the Department or the National Audit Office to examine the accounts at any reasonable time and shall furnish oral or written explanations of the accounts if required. The Department reserves the right to have such staff or agents carry out examinations into the economy, efficiency and effectiveness with which the Contractor has used the Department's resources in the performance of this Contract.
- 5 Invoices shall be submitted on the invoice dates specified in the Table, be detailed against the task headings set out in the Table and must quote the Department's Order Number. **The Purchase order reference number shall be provided by the department when both parties have signed the paperwork.** The Contractor or his or her nominated representative or accountant shall certify on the invoice that the amounts claimed were expended wholly and necessarily by the Contractor on the Projects in accordance with the Contract and that the invoice does not include any costs being claimed from any other body or individual or from the Department within the terms of another contract.
- 6 Invoices shall be sent to the **Department for Education, PO Box 407, SSCL, Phoenix House, Celtic Springs Business Park, Newport, NP10 8FZ** and/or by email to **APinvoices-DFE-U@sscl.gse.gov.uk**. Invoices submitted by email must be in PDF format, with one PDF file per invoice including any supporting documentation in the same file. Multiple invoices may be submitted in a single email but each invoice must be in a separate PDF file. The Department undertakes to pay correctly submitted invoices within 10 days of receipt. The Department is obliged to pay invoices within 30 days of receipt from the day of physical or electronic arrival at the nominated address of the Department. Any correctly submitted invoices that are not paid within 30 days may be subject to the provisions of the Late Payment of Commercial Debt (Interest) Act 1998. A correct invoice is one that: is delivered in timing in accordance with the contract; is for the correct sum; in respect of goods/services

supplied or delivered to the required quality (or are expected to be at the required quality); includes the date, supplier name, contact details and bank details; quotes the relevant purchase order/contract reference and has been delivered to the nominated address. If any problems arise, contact the Department's Project Manager. The Department aims to reply to complaints within 10 working days. The Department shall not be responsible for any delay in payment caused by incomplete or illegible invoices.

- 7** The Contractor shall have regard to the need for economy in all expenditure. Where any expenditure in an invoice, in the Department's reasonable opinion, is excessive having due regard to the purpose for which it was incurred, the Department shall only be liable to reimburse so much (if any) of the expenditure disallowed as, in the Department's reasonable opinion after consultation with the Contractor, would reasonably have been required for that purpose.
- 8** If this Contract is terminated by the Department due to the Contractor's insolvency or default at any time before completion of the Projects, the Department shall only be liable under paragraph 1 to reimburse eligible payments made by, or due to, the Contractor before the date of termination.
- 9** On completion of the Project or on termination of this Contract, the Contractor shall promptly draw-up a final invoice, which shall cover all outstanding expenditure incurred for the Project. The final invoice shall be submitted not later than 30 days after the date of completion of the Projects.
- 10** The Department shall not be obliged to pay the final invoice until the Contractor has carried out all the elements of the Projects specified as in Schedule 1.
- 11** It shall be the responsibility of the Contractor to ensure that the final invoice covers all outstanding expenditure for which reimbursement may be claimed. Provided that all previous invoices have been duly paid, on due payment of the final invoice by the Department all amounts due to be reimbursed under this Contract shall be deemed to have been paid and the Department shall have no further liability to make reimbursement of any kind.

End of Schedule Two

SCHEDULE THREE**1. Contractor's Obligations**

- 1.1. The Contractor shall promptly and efficiently complete the Project in accordance with the provisions set out in Schedule One.
- 1.2. The Contractor shall comply with the accounting and information provisions of Schedule Two.
- 1.3. The Contractor shall comply with all statutory provisions including all prior and subsequent enactments, amendments and substitutions relating to that provision and to any regulations made under it.
- 1.4. The Contractor shall inform the Department immediately if it is experiencing any difficulties in meeting its contractual obligations.

2. Department's Obligations

- 2.1. The Department will comply with the payment provisions of Schedule Two provided that the Department has received full and accurate information and documentation as required by Schedule Two to be submitted by the Contractor for work completed to the satisfaction of the Department.

3. Changes to the Department's Requirements

- 3.1. The Department shall notify the Contractor of any material change to the Department's requirement under this Contract.
- 3.2. The Contractor shall use its best endeavours to accommodate any changes to the needs and requirements of the Department provided that it shall be entitled to payment for any additional costs it incurs as a result of any such changes. The amount of such additional costs to be agreed between the parties in writing.

4. Management

- 4.1. The Contractor shall promptly comply with all reasonable requests or directions of the Project Manager in respect of the Services.
- 4.2. The Contractor shall address any enquiries about procedural or contractual matters in writing to the Project Manager. Any correspondence relating to this Contract shall quote the reference number set out in the Recitals to this Contract.

5. Contractor's Employees and Sub-Contractors

5.1 Where the Contractor enters into a contract with a supplier or contractor for the purpose of performing its obligations under the Contract (the "Sub-contractor") it shall ensure prompt payment in accordance with this clause 5.1. Unless otherwise agreed by the Department in writing, the Contractor shall ensure that any contract requiring payment to a Sub-contractor shall provide for undisputed sums due to the Sub-contractor to be made within a specified period from the receipt of a valid invoice not exceeding:

5.1.1 10 days, where the Sub-contractor is an SME; or

5.1.2 30 days either, where the sub-contractor is not an SME, or both the Contractor and the Sub-contractor are SMEs,

The Contractor shall comply with such terms and shall provide, at the Department's request, sufficient evidence to demonstrate compliance.

- 5.2 The Department shall be entitled to withhold payment due under clause 5.1 for so long as the Contractor, in the Department's reasonable opinion, has failed to comply with its obligations to pay any Sub-contractors promptly in accordance with clause 5.1. For the avoidance of doubt the Department shall not be liable to pay any interest or penalty in withholding such payment.
- 5.3 The Contractor shall immediately notify the Department if they have any concerns regarding the propriety of any of its sub-contractors in respect of work/services rendered in connection with this Contract.
- 5.4 The Contractor, its employees and sub-contractors (or their employees), whilst on Departmental premises, shall comply with such rules, regulations and requirements (including those relating to security arrangements) as may be in force from time to time.
- 5.5 The Contractor shall ensure the security of all the Property whilst in its possession, during the supply of the Project, in accordance with the Department's reasonable security requirements as required from time to time.
- 5.6 If the Department notifies the Contractor that it considers that an employee or sub-contractor is not appropriately qualified or trained to perform the Project or otherwise is not performing the Project in accordance with this Contract, then the Contractor shall, as soon as is reasonably practicable, take all such steps as the Department considers necessary to remedy the situation or, if so required by the Department, shall remove the said employee or sub-contractor from performing the Project and shall provide a suitable replacement (at no cost to the Department).

- 5.7. The Contractor shall take all reasonable steps to avoid changes of employees or sub-contractors assigned to and accepted to perform the Project under the Contract except whenever changes are unavoidable or of a temporary nature. The Contractor shall give at least four week's written notice to the Project Manager of proposals to change key employees or sub-contractors

6. Ownership of Intellectual Property Rights and Copyright

- 6.1. Ownership of Intellectual Property Rights including Copyright, in any guidance, specifications, instructions, toolkits, plans, data, drawings, databases, patents, patterns, models, designs or other materials prepared by or for the Contractor on behalf of the Department for use, or intended use, in relation to the performance by the Contractor of its obligations under the Contract shall belong to the Contractor
- 6.2 The Contractor hereby grants to the Department a non-exclusive licence without payment of royalty or other sum by the Department in the Copyright to:
- 6.2.1 do and authorise others to do any and all acts restricted by the Act as amended from time to time or replaced in whole or part by any statute or other legal means in respect of any Copyright Work in the United Kingdom and in all other territories in the world for the full period of time during which the Copyright subsists; and
- 6.2.2 exercise all rights of a similar nature as those described in Clause 6.1 above which may be conferred in respect of any Copyright Work by the laws from time to time in all other parts of the world.
- 6.3 Each party will at the request and reasonable expense of the other execute all such documents and do all such acts as may be reasonably necessary in order to vest in the other the rights granted to the other under this Clause 6.

7. Data Protection Act

- 7.1 With respect to the parties' rights and obligations under this Contract, the parties agree that the Department is the Data Controller and that the Contractor is the Data Processor. For the purposes of this Clause 7, the terms "Data Controller", "Data Processor", "Data Subject", "Personal Data", "Process" and "Processing shall have the meaning prescribed under the DPA.
- 7.2 The Contractor shall:
- 7.2.1 Process the Personal Data only in accordance with instructions from the Department (which may be specific instructions or instructions of a general nature as set out in this Contract or as otherwise notified by the Department to the Contractor during the period of the Contract);

- 7.2.2 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;
- 7.2.3 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;
- 7.2.4 Take reasonable steps to ensure the reliability of any Contractor Personnel who have access to the Personal Data;
- 7.2.5 Obtain prior written consent from the Department in order to transfer the Personal Data to any Sub-contractors or Affiliates for the provision of the Services;
- 7.2.6 Ensure that all Contractor 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 Clause 7;
- 7.2.7 Ensure that none of Contractor Personnel publish, disclose or divulge any of the Personal Data to any third party unless directed in writing to do so by the Department;
- 7.2.8 Notify the Department within five Working Days if it receives:
 - 7.2.8.1 a request from a Data Subject to have access to that person's Personal Data; or
 - 7.2.8.2 a complaint or request relating to the Department's obligations under the Data Protection Legislation;
- 7.2.9 Provide the Department with full cooperation and assistance in relation to any complaint or request made, including by:
 - 7.2.9.1 providing the Department with full details of the complaint or request;
 - 7.2.9.2 complying with a data access request within the relevant timescales set out in the Data Protection Legislation and in accordance with the Department's instructions;

- 7.2.9.3 providing the Department with any Personal Data it holds in relation to a Data Subject (within the timescales required by the Department); and
- 7.2.9.4 providing the Department with any information requested by the Department;
- 7.2.10 Permit the Department or the Department's Representative (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 Department to enable the Department to verify and/or procure that the Contractor is in full compliance with its obligations under this Contract;
- 7.2.11 Provide a written description of the technical and organisational methods employed by the Contractor for processing Personal Data (within the timescales required by the Department); and
- 7.2.12 Not Process or otherwise transfer any Personal Data outside the European Economic Area. If, after the Commencement Date, the Contractor (or any Sub-contractor) wishes to Process and/or transfer any Personal Data outside the European Economic Area, the following provisions shall apply:
 - 7.2.12.1 the Contractor shall submit a request for change to the Department which shall be dealt with in accordance with any Change Control Procedure.
 - 7.2.12.2 the Contractor shall set out in its request for change details of the following:
 - (a) the Personal Data which will be Processed and/or transferred outside the European Economic Area;
 - (b) the country or countries in which the Personal Data will be Processed and/or to which the Personal Data will be transferred outside the European Economic Area;
 - (c) any Sub-contractors or other third parties who will be Processing and/or transferring Personal Data outside the European Economic Area; and
 - (d) how the Contractor will ensure an adequate level of protection and adequate safeguards (in accordance with the Data Protection Legislation and in particular so

as to ensure the Department's compliance with the Data Protection Legislation) in respect of the Personal Data that will be Processed and/or transferred outside the European Economic Area;

7.2.12.3 in providing and evaluating the request for change, the parties shall ensure that they have regard to and comply with then-current Department, Government and Information Commissioner Office policies, procedures, guidance and codes of practice on, and any approvals processes in connection with, the Processing and/or transfers of Personal Data outside the European Economic Area and/or overseas generally; and

7.2.12.4 the Contractor shall comply with such other instructions and shall carry out such other actions as the Department may notify in writing, including:

- (a) incorporating standard and/or model clauses (which are approved by the European Commission as offering adequate safeguards under the Data Protection Legislation) in this Contract or a separate data processing agreement between the parties; and
- (b) procuring that any Sub-contractor or other third party who will be Processing and/or transferring the Personal Data outside the European Economic Area enters into a direct data processing agreement with the Authority on such terms as may be required by the Department, which the Contractor acknowledges may include the incorporation of standard and/or model clauses (which are approved by the European Commission as offering adequate safeguards under the Data Protection Legislation).

7.3 The Contractor shall comply at all times with the Data Protection Legislation and shall not perform its obligations under this Contract in such a way as to cause the Department to breach any of its applicable obligations under the Data Protection Legislation.

8. Department's Data

8.1 The Contractor shall employ appropriate organisational, operational and technological processes and procedures to keep the Department's Data safe from unauthorised use or access, loss, destruction, theft or disclosure. The organisational, operational and technological processes and procedures adopted are required to comply with the requirements of ISO/IEC 27001 as

appropriate to the services being provided to the Department.

- 8.2 The Contractor shall not delete or remove any proprietary notices contained within or relating to the Department's Data.
- 8.3 The Contractor shall not store, copy, disclose, or use the Department's Data except as necessary for the performance by the Contractor of its obligations under this Contract or as otherwise expressly authorised in writing by the Department.
- 8.4 To the extent that the Department's Data is held and/or processed by the Contractor, the Contractor shall supply that the Department's Data to the Department as requested by the Department in the format specified by the Department.
- 8.5 The Contractor shall take responsibility for preserving the integrity of the Department's Data and preventing the corruption or loss of the Department's Data.
- 8.6 The Contractor shall ensure that any files containing the Department's Data are stored on the Contractor's secure servers and/or secured IT equipment. The Contractor shall ensure that the Department's Data relating to the project is segregated from other data on their IT systems.
- 8.7 The Contractor shall not keep the Department's Data on any laptop or other removable drive or device unless that laptop, other removable drive or device is protected by being fully encrypted and password protected, and the use of the device or laptop is necessary for the provision of the services set out in the Contract. Laptops should have full disk encryption using either a CESSG (Communications Electronic Security Group) CAPS approved product or alternatively a product that complies with the FIPS 140-2 Standard. USB devices used for transferring the Department's Data should be encrypted to the FIPS 140-2 Standard.
- 8.8 The Contractor shall keep an audit trail of where the Department's Data is held, including hardware, laptops, drives and devices.
- 8.9 The Contractor shall ensure that the Department's Data is stored in locked cabinets.
- 8.10 The Contractor shall ensure that the Department's Data is securely removed from their systems and any printed copies securely destroyed at the end of this work, or on termination of the contract. In complying with this clause, electronic copies of the Department's Data shall be securely destroyed by either physical destruction of the storage media or secure deletion using appropriate electronic shredding software, using a minimum setting of US DOD overwriting standard (7 passes). Any hard copy shall be destroyed by

cross-cut shredding and secure re-cycling of the resulting paper waste.

- 8.11 The Contractor shall perform secure back-ups of all the Department's Data and shall ensure that up-to-date back-ups are stored off-site. The Contractor shall ensure that such back-ups are available to the Department at all times upon request.
- 8.12 The Contractor shall ensure that any of the Department's Data to be sent between the Contractor's offices/staff, and/or the sub-contractors, and/or any other third party are sent by CD or DVD and are fully encrypted and password protected. The Contractor shall ensure that the password for files is sent separately from the data to the named recipient of the data. The Department's Data shall be transferred by a secure courier or registered postal service (special delivery) and not by e-mail or on USB pens.
- 8.13 If the Department's Data is corrupted, lost or sufficiently degraded as a result of the Contractor's Default so as to be unusable, the Department may:
- 8.13.1 require the Contractor (at the Contractor's expense) to restore or procure the restoration of the Department's Data shall do so as soon as practicable and/or
- 8.13.2 itself restore or procure the restoration of the Department Data, and shall be repaid by the Contractor any reasonable expenses incurred in doing so.
- 8.14 If at any time the Contractor suspects or has reason to believe that the Department's Data has or may become corrupted, lost or sufficiently degraded in any way for any reason, then the Contractor shall notify the Department immediately and inform the Department of the remedial action the Contractor proposes to take.

9. Warranty and Indemnity

- 9.1. The Contractor warrants to the Department that the obligations of the Contractor under this Contract will be performed by appropriately qualified and trained personnel with reasonable skill, care and diligence and to such high standards of quality as it is reasonable for the Department to expect in all the circumstances. The Department will be relying upon the Contractor's skill, expertise and experience in the performance of the Project and also upon the accuracy of all representations or statements made and the advice given by the Contractor in connection with the performance of the Project and the accuracy of any documents conceived, originated, made or developed by the Contractor as part of this Contract. The Contractor warrants that any goods supplied by the Contractor forming part of the Services will be of satisfactory quality and fit for their purpose and will be free from defects in design, material and workmanship.

- 9.2. Without prejudice to any other remedy, if any part of the Project is not performed in accordance with this Contract then the Department shall be entitled, where appropriate to:
- 9.2.1. require the Contractor promptly to re-perform or replace the relevant part of the Project without additional charge to the Department; or
 - 9.2.2. assess the cost of remedying the failure ("the assessed cost") and to deduct from any sums due to the Contractor the Assessed Cost for the period that such failure continues.
- 9.3. The Contractor shall be liable for and shall indemnify the Department in full against any expense, liability, loss, claim or proceedings arising under statute or at common law in respect of personal injury to or death of any person whomsoever or loss of or damage to property whether belonging to the Department or otherwise arising out of or in the course of or caused by the performance of the Project.
- 9.4. Without prejudice to any other exclusion or limitation of liability in this Contract, the liability of the Contractor for any claim or claims under this Contract shall be limited to such sums as it would be just and equitable for the Contractor to pay having regard to the extent of his responsibility for the loss or damage giving rise to such claim or claims etc.
- 9.5. All property of the Contractor whilst on the Department's premises shall be there at the risk of the Contractor and the Department shall accept no liability for any loss or damage howsoever occurring to it.
- 9.6. The Contractor shall ensure that it has adequate insurance cover with an insurer of good repute to cover claims under this Contract or any other claims or demands which may be brought or made against it by any person suffering any injury damage or loss in connection with this Contract. The Contractor shall upon request produce to the Department, it's policy or policies of insurance, together with the receipt for the payment of the last premium in respect of each policy or produce documentary evidence that the policy or policies are properly maintained.

10. Termination

- 10.1. This Contract may be terminated by either party giving to the other party at least 30 days notice in writing.
- 10.2. In the event of any breach of this Contract by either party, the other party may serve a notice on the party in breach requiring the breach to be remedied within a period specified in the notice which shall be reasonable in all the circumstances. If the breach has not been remedied by the

expiry of the specified period, the party not in breach may terminate this Contract with immediate effect by notice in writing.

10.3. In the event of a material breach of this Contract by either party, the other party may terminate this Contract with immediate effect by notice in writing.

10.4. This Contract may be terminated by the Department with immediate effect by notice in writing if at any time:-

10.4.1 the Contractor passes a resolution that it be wound-up or that an application be made for an administration order or the Contractor applies to enter into a voluntary arrangement with its creditors; or

10.4.2 a receiver, liquidator, administrator, supervisor or administrative receiver be appointed in respect of the Contractor's property, assets or any part thereof; or

10.4.3 the court orders that the Contractor be wound-up or a receiver of all or any part of the Contractor's assets be appointed; or

10.4.4 the Contractor is unable to pay its debts in accordance with Section 123 of the Insolvency Act 1986.

10.4.5 there is a change in the legal or beneficial ownership of 50% or more of the Contractor's share capital issued at the date of this Contract or there is a change in the control of the Contractor, unless the Contractor has previously notified the Department in writing. For the purpose of this Sub-Clause 10.4.5 "control" means the power of a person to secure that the affairs of the Contractor are conducted in accordance with the wishes of that person by means of the holding of shares or the possession of voting power.

10.4.6 the Contractor is convicted (or being a company, any officers or representatives of the Contractor are convicted) of a criminal offence related to the business or professional conduct

10.4.7 the Contractor commits (or being a company, any officers or representatives of the Contractor commit) an act of grave misconduct in the course of the business;

10.4.8 the Contractor fails (or being a company, any officers or representatives of the Contractor fail) to fulfil his/their obligations relating to the payment of Social Security contributions;

10.4.9 the Contractor fails (or being a company, any officers or representatives of the Contractor fail) to fulfil his/their obligations relating to payment of taxes;

10.4.10 the Contractor fails (or being a company, any officers or representatives of the Contractor fail) to disclose any serious misrepresentation in supplying information required by the Department in or pursuant to this Contract.

10.5 Nothing in this Clause 10 shall affect the coming into, or continuance in force of any provision of this Contract which is expressly or by implication intended to come into force or continue in force upon termination of this Contract.

11. Status of Contractor

11.1 In carrying out its obligations under this Contract the Contractor agrees that it will be acting as principal and not as the agent of the Department.

11.2 The Contractor shall not say or do anything that may lead any other person to believe that the Contractor is acting as the agent of the Department.

12. Freedom of information

12.1 The Contractor acknowledges that the Department is subject to the requirements of the FOIA and the Environmental Information Regulations and shall assist and cooperate with the Department to enable the Department to comply with its information disclosure obligations.

12.2 The Contractor shall and shall procure that its Sub-contractors shall:

12.2.1 transfer to the Department all Requests for Information that it receives as soon as practicable and in any event within two Working Days of receiving a Request for Information;

12.2.2 provide the Department with a copy of all Information in its possession, or power in the form that the Department requires within five Working Days (or such other period as the Department may specify) of the Department's request; and

12.2.3 provide all necessary assistance as reasonably requested by the Department to enable the Department to respond to the Request for Information within the time for compliance set out in section 10 of the FOIA or regulation 5 of the Environmental Information Regulations.

12.3 The Department shall be responsible for determining in its absolute discretion and notwithstanding any other provision in this Contract or any other agreement whether any Information is exempt from disclosure in accordance with the provisions of the FOIA or the Environmental Information

Regulations.

- 12.4 In no event shall the Contractor respond directly to a Request for Information unless expressly authorised to do so by the Department.
- 12.5 The Contractor acknowledges that (notwithstanding the provisions of Clause 13) the Department may, acting in accordance with the Ministry of Justice's Code of Practice on the Discharge of the Functions of Public Authorities under Part 1 of the Freedom of Information Act 2000 ("the Code"), be obliged under the FOIA, or the Environmental Information Regulations to disclose information concerning the Contractor or the Project:
- 12.5.1 in certain circumstances without consulting the Contractor; or
- 12.5.2 following consultation with the Contractor and having taken their views into account;
- 12.5.3 provided always that where 12.5.1 applies the Department shall, in accordance with any recommendations of the Code, take reasonable steps, where appropriate, to give the Contractor advanced notice, or failing that, to draw the disclosure to the Contractor's attention after any such disclosure.
- 12.6 The Contractor shall ensure that all Information is retained for disclosure and shall permit the Department to inspect such records as requested from time to time.

13. CONFIDENTIALITY

- 13.1 Except to the extent set out in this clause or where disclosure is expressly permitted elsewhere in this Contract, each party shall:
- 13.1.1 treat the other party's Confidential Information as confidential and safeguard it accordingly; and
- 13.3.2 not disclose the other party's Confidential Information to any other person without the owner's prior written consent.
- 13.2 Clause 13 shall not apply to the extent that:
- 13.2.1 such disclosure is a requirement of Law placed upon the party making the disclosure, including any requirements for disclosure under the FOIA, Code of Practice on Access to Government Information or the Environmental Information Regulations pursuant to clause 12 (Freedom of Information);
- 13.2.2 such information was in the possession of the party making the

disclosure without obligation of confidentiality prior to its disclosure by the information owner;

13.2.3 such information was obtained from a third party without obligation of confidentiality;

13.2.4 such information was already in the public domain at the time of disclosure otherwise than by a breach of this Contract; or

13.2.5 it is independently developed without access to the other party's Confidential Information.

13.3 The Contractor may only disclose the Department's Confidential Information to the Contractor Personnel who are directly involved in the provision of the Services and who need to know the information, and shall ensure that such Contractor Personnel are aware of and shall comply with these obligations as to confidentiality.

13.4 The Contractor shall not, and shall procure that the Contractor Personnel do not, use any of the Department's Confidential Information received otherwise than for the purposes of this Contract.

13.5 At the written request of the Department, the Contractor shall procure that those members of the Contractor Personnel identified in the Department's notice signs a confidentiality undertaking prior to commencing any work in accordance with this Contract.

13.6 Nothing in this Contract shall prevent the Department from disclosing the Contractor's Confidential Information:

13.6.1 to any Crown Body or any other Contracting Department. All Crown Bodies or Contracting Authorities receiving such Confidential Information shall be entitled to further disclose the Confidential Information to other Crown Bodies or other Contracting Authorities on the basis that the information is confidential and is not to be disclosed to a third party which is not part of any Crown Body or any Contracting Department;

13.6.2 to any consultant, contractor or other person engaged by the Department or any person conducting an Office of Government Commerce gateway review;

13.6.3 for the purpose of the examination and certification of the Department's accounts; or

13.6.4 for any examination pursuant to Section 6(1) of the National Audit Act 1983 of the economy, efficiency and effectiveness with which the

Department has used its resources.

- 13.7 The Department shall use all reasonable endeavours to ensure that any government department, Contracting Department, employee, third party or Sub-contractor to whom the Contractor's Confidential Information is disclosed pursuant to clause 13 is made aware of the Department's obligations of confidentiality.
- 13.8 Nothing in this clause 13 shall prevent either party from using any techniques, ideas or know-how gained during the performance of the Contract in the course of its normal business to the extent that this use does not result in a disclosure of the other party's Confidential Information or an infringement of IPR.
- 13.9 The parties acknowledge that, except for any information which is exempt from disclosure in accordance with the provisions of the FOIA, the content of this Contract is not Confidential Information. The Department shall be responsible for determining in its absolute discretion whether any of the content of the Contract is exempt from disclosure in accordance with the provisions of the FOIA.
- 13.10 Subject to Clause 13.9, the Contractor hereby gives his consent for the Department to publish the Contract in its entirety, including from time to time agreed changes to the Contract, to the general public.
- 13.11 The Department may consult with the Contractor to inform its decision regarding any redactions but the Department shall have the final decision in its absolute discretion.
- 13.12 The Contractor shall assist and cooperate with the Department to enable the Department to publish this Contract.

14. Access and Information

- 14.1 The Contractor shall provide access at all reasonable times to the Department's internal auditors or other duly authorised staff or agents to inspect such documents as the Department considers necessary in connection with this Contract and where appropriate speak to the Contractor's employees.

15. Transfer of Responsibility on Expiry or Termination

- 15.1 The Contractor shall, at no cost to the Department, promptly provide such assistance and comply with such timetable as the Department may reasonably require for the purpose of ensuring an orderly transfer of responsibility upon the expiry or other termination of this Contract. The

Department shall be entitled to require the provision of such assistance both prior to and, for a reasonable period of time after the expiry or other termination of this Contract.

- 15.2 Such assistance may include (without limitation) the delivery of documents and data in the possession or control of the Contractor which relate to this Contract, including the documents and data, if any, referred to in the Schedule.
- 15.3 The Contractor undertakes that it shall not knowingly do or omit to do anything that may adversely affect the ability of the Department to ensure an orderly transfer of responsibility.

16. Tax indemnity

16.1 Where the Contractor is liable to be taxed in the UK in respect of consideration received under this contract, it shall at all times comply with the Income Tax (Earnings and Pensions) Act 2003 (ITEPA) and all other statutes and regulations relating to income tax in respect of that consideration.

16.2 Where the Contractor is liable to National Insurance Contributions (NICs) in respect of consideration received under this contract, it shall at all times comply with the Social Security Contributions and Benefits Act 1992 (SSCBA) and all other statutes and regulations relating to NICs in respect of that consideration.

16.3 The Department may, at any time during the term of this contract, ask the Contractor to provide information which demonstrates how the Contractor complies with Clauses 16.1 and 16.2 above or why those Clauses do not apply to it.

16.4 A request under Clause 16.3 above may specify the information which the Contractor must provide and the period within which that information must be provided.

- 16.5 The Department may terminate this contract if-
- a) in the case of a request mentioned in Clause 16.3 above if the Contractor:
 - i. fails to provide information in response to the request within a reasonable time, or
 - ii. provides information which is inadequate to demonstrate either how the Contractor complies with Clauses 16.1 and 16.2 above or why those Clauses do not apply to it;
 - b) in the case of a request mentioned in Clause 16.4 above, the Contractor fails to provide the specified information within the specified period, or
 - c) it receives information which demonstrates that, at any time when Clauses 16.1 and 16.2 apply, the Contractor is not complying with those Clauses.

16.6 The Department may supply any information which it receives under Clause 16.3 to the Commissioners of Her Majesty's Revenue and Customs for the purpose of

the collection and management of revenue for which they are responsible.

16.7 The Contractor warrants and represents to the Department that it is an independent contractor and, as such, bears sole responsibility for the payment of tax and national insurance contributions which may be found due from it in relation to any payments or arrangements made under this Contract or in relation to any payments made by the Contractor to its officers or employees in connection with this Contract.

16.8 The Contractor will account to the appropriate authorities for any income tax, national insurance, VAT and all other taxes, liabilities, charges and duties relating to any payments made to the Contractor under this Contract or in relation to any payments made by the Contractor to its officers or employees in connection with this Contract.

16.9 The Contractor shall indemnify Department against any liability, assessment or claim made by the HM Revenue and Customs or any other relevant authority arising out of the performance by the parties of their obligations under this Contract (other than in respect of employer's secondary national insurance contributions) and any costs, expenses, penalty fine or interest incurred or payable by Department in connection with any such assessment or claim.

16.10 The Contractor authorises the Department to provide the HM Revenue and Customs and all other departments or agencies of the Government with any information which they may request as to fees and/or expenses paid or due to be paid under this Contract whether or not Department is obliged as a matter of law to comply with such request.

17. Amendment and variation

17.1 No amendment or variation to this Contract shall be effective unless it is in writing and signed by or on behalf of each of the parties hereto. The Contractor shall comply with any formal procedures for amending or varying contracts that the Department may have in place from time to time.

18. Assignment and Sub-contracting

18.1 The benefit and burden of this Contract may not be assigned or sub-contracted in whole or in part by the Contractor without the prior written consent of the Department. Such consent may be given subject to any conditions which the Department considers necessary. The Department may withdraw its consent to any sub-contractor where it no longer has reasonable grounds to approve of the sub-contractor or the sub-contracting arrangement and where these grounds have been presented in writing to the Contractor.

19. The Contract (Rights of Third Parties) Act 1999

19.1 This Contract is not intended to create any benefit, claim or rights of any kind whatsoever enforceable by any person not a party to the Contract.

20. Waiver

20.1 No delay by or omission by either Party in exercising any right, power, privilege or remedy under this Contract shall operate to impair such right, power, privilege or remedy or be construed as a waiver thereof. Any single or partial exercise of any such right, power, privilege or remedy shall not preclude any other or further exercise thereof or the exercise of any other right, power, privilege or remedy.

21. Notices

21.1 Any notices to be given under this Contract shall be delivered personally or sent by post or by facsimile transmission to the Project Manager (in the case of the Department) or to the address set out in this Contract (in the case of the Contractor). Any such notice shall be deemed to be served, if delivered personally, at the time of delivery, if sent by post, forty-eight hours after posting or, if sent by facsimile transmission, twelve hours after proper transmission.

22. Dispute resolution

22.1 The Parties shall use all reasonable endeavours to negotiate in good faith and settle amicably any dispute that arises during the continuance of this Contract.

22.2 Any dispute not capable of resolution by the parties in accordance with the terms of Clause 21 shall be settled as far as possible by mediation in accordance with the Centre for Dispute Resolution (CEDR) Model Mediation Procedure.

22.3 No party may commence any court proceedings/arbitration in relation to any dispute arising out of this Contract until they have attempted to settle it by mediation, but any such mediation may be terminated by either party at any time of such party wishing to commence court proceedings/arbitration.

23. Law and Jurisdiction

23.1 This Contract shall be governed by and interpreted in accordance with English Law and the parties submit to the jurisdiction of the English courts.

24. Discrimination

24.1 The Contractor shall not unlawfully discriminate within the meaning and scope of any law, enactment, order, or regulation relating to discrimination

(whether in race, gender, religion, disability, sexual orientation or otherwise) in employment.

- 24.2 The Contractor shall take all reasonable steps to secure the observance of Clause 24.1 by all servants, employees or agents of the Contractor and all suppliers and sub-contractors employed in the execution of the Contract.

25. Safeguarding children who participate in research

- 25.1 The Contractor will put in place safeguards to protect children from a risk of significant harm which could arise from them taking part in the Project. The Contractor will agree these safeguards with the Department before commencing work on the Project.

- 25.2 In addition, the Contractor will carry out checks with the Disclosure and Barring Service (DBS checks) on all staff employed on the Project in a Regulated Activity. Contractors must have a DBS check done every three years for each relevant member of staff for as long as this contract applies. The DBS check must be completed before any of the Contractor's employees work with children in Regulated Activity. Please see <https://www.gov.uk/crb-criminal-records-bureau-check> for further guidance.

26. Project outputs

- 26.1 Unless otherwise agreed between the Contractor and the Project Manager, all outputs from the Project shall be published by the Department on the Department's research website.

- 26.2 The Contractor shall ensure that all outputs for publication by the Department adhere to the Department's Style Guide and MS Word Template, available to download from:
<https://www.gov.uk/government/publications/eoi-guide>

- 26.3 Unless otherwise agreed between the Contractor and Project Manager, the Contractor shall supply the Project Manager with a draft for comment at least eight weeks before the intended publication date, for interim reports, and eight weeks before the contracted end date, for final reports.

- 26.4 The Contractor shall consider revisions to the drafts with the Project Manager in the light of the Department's comments. The Contractor shall provide final, signed off interim reports and other outputs planned within the lifetime of the Project to the Department by no later than four weeks before the intended publication date, and final, signed off reports and other outputs at

the end of the Project to the Department by no later than the contracted end date for the Project.

- 26.5 Until the date of publication, findings from all Project outputs shall be treated as confidential, as set out in the Clause 13 above. The Contractor shall not release findings to the press or disseminate them in any way or at any time prior to publication without approval of the Department.
- 26.6 Where the Contractor wishes to issue a Press Notice or other publicity material containing findings from the Project, notification of plans, including timing and drafts of planned releases shall be submitted by the Contractor to the Project Manager at least three weeks before the intended date of release and before any agreement is made with press or other external audiences, to allow the Department time to comment. All Press Notices released by the Department or the Contractor shall state the full title of the research report, and include a hyperlink to the Department's research web pages, and any other web pages as relevant, to access the publication/s. This clause applies at all times prior to publication of the final report.
- 26.7 Where the Contractor wishes to present findings from the Project in the public domain, for example at conferences, seminars, or in journal articles, the Contractor shall notify the Project Manager before any agreement is made with external audiences, to allow the Department time to consider the request. The Contractor shall only present findings that will already be in the public domain at the time of presentation, unless otherwise agreed with the Department. This clause applies at all times prior to publication of the final report.

End of Schedule Three

Authorised to sign for and on
behalf of the Secretary of
State for Education

Authorised to sign for and on
behalf of the Contractor

Signature

[REDACTED]

Signature

[REDACTED]

Name in CAPITALS

[REDACTED]

Name in CAPITALS

Position and Address

DEPARTMENT FOR
EDUCATION
SANCTUARY BUILDINGS
GREAT SMITH STREET
LONDON
SW1P 3BT

Position and Address

ECORYS UK (HEAD OFFICE)
ALBERT HOUSE, QUAY PLACE,
92-93 EDWARD STREET
BIRMINGHAM,
B1 2RA

Date 01/02/2018

Date 01/01/2018