

## DPS FRAMEWORK SCHEDULE 4: LETTER OF APPOINTMENT AND CONTRACT TERMS

### Part 1: Letter of Appointment

Ministry of Housing, Communities and Local Government (MHCLG) (The Customer)  
REDACTED

Dear Sirs

**Letter of Appointment –  
Commission for a National Evaluation of the ICIF  
Contract Reference: CCSN19A17**

This letter of Appointment dated 6 June 2019 is issued in accordance with the provisions of the DPS Agreement (RM6018) between CCS and the Supplier.

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

Order Number:	To Be Confirmed.
From:	Ministry of House, Communities and Local Government (MHCLG) ("Customer")
To:	Kantar UK Limited ("Supplier")

Effective Date:	10 <sup>th</sup> June 2019
Expiry Date:	The Contract will expire on 30 <sup>th</sup> June 2020 with no option to extend.

Services required:	Set out in the Customer's Project Specification attached at Annex A, and; - the Supplier's Proposal attached at Annex B; Both of which form part of this Letter of Appointment.
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Key Individuals:	<i>On behalf of the Customer:</i> REDACTED
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	<i>On behalf of the Supplier:</i> REDACTED
Guarantor(s)	Not Applicable

Contract Charges (including any applicable discount(s), but excluding VAT):	For the avoidance of doubt, the Contract value will be £139,531.75 (Excluding VAT) for the duration of the Contract Term.  - REDACTED
Insurance Requirements	As per the Attachment 5b RM6018 Contract Terms & Conditions.
Liability Requirements	<b>Supplier's limitation of Liability</b> As Per Clause 18.2 of the RM6018 Contract Terms and Conditions.
Customer billing address for invoicing:	REDACTED  REDACTED

GDPR	As per SCHEDULE 7 (Processing, Personal Data and Data Subjects] of the Attachment 5b RM6018 Terms and Conditions v6.1.
Alternative and/or additional provisions (including Schedule 8(Additional clauses)):	Not Applicable

## FORMATION OF CONTRACT

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

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

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

**For and on behalf of the Supplier:**

**For and on behalf of the Customer:**

Name and Title:

REDACTED

Signature:

REDACTED

Date:

Name and Title:

REDACTED

Signature:

REDACTED

Date:

## ANNEX A

### Customer Project Specification

#### 1. BACKGROUND/OVERVIEW OF REQUIREMENT

##### Background on Integrated Communities Innovation Fund

- 1.1 In March 2018, the Government published the Integrated Communities Strategy Green Paper for consultation.<sup>1</sup> The Green Paper set out the Government's vision for building integrated communities where people – whatever their background – live, work, learn and socialise together, based on shared rights, responsibilities and opportunities. The Green Paper identified a number of factors which affect integration including:
- 1.1.1 The level and pace of migration
  - 1.1.2 School segregation
  - 1.1.3 Residential segregation
  - 1.1.4 Labour market disadvantage
  - 1.1.5 Lack of English language proficiency
  - 1.1.6 Personal, religious and cultural norms, values and attitudes.
- 1.2 The Green Paper set out an ambitious programme of actions to be taken across government to deliver this vision and address these challenges at the local and national level. In February 2019, the government published the Integrated Communities Action Plan,<sup>2</sup> setting out a range of cross-government measures to support the government's commitment to build strong integrated communities building upon the proposals set out in the Integrated Communities Strategy green paper and responses to the consultation.
- 1.3 The Green Paper committed to establishing an Integrated Communities Innovation Fund (ICIF) to stimulate new thinking on integration interventions, build new partnerships between organisations and test innovative approaches to build understanding of what works, in conjunction with Sport England.
- 1.4 In July 2018, the Integration Communities Innovation Fund (ICIF) sought applications to address a breadth of integration challenges, including the level and pace of migration, labour market disadvantage, residential segregation and segregation in schools, a lack of meaningful social mixing between people from different backgrounds, and certain religious and cultural values and attitudes.<sup>3</sup>
- 1.5 The objective of the ICIF is to support projects that:
- 1.5.1 Are innovative in how they tackle systemic integration challenges, including experimentation in the design of new approaches.

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<sup>1</sup> HM Government (2018). Integrated Communities Strategy Green Paper. Available from: [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/696993/Integrated\\_Communities\\_Strategy.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/696993/Integrated_Communities_Strategy.pdf)

<sup>2</sup> HM Government (2019), Integrated Communities Strategy Action Plan. Available from: <https://www.gov.uk/government/publications/integrated-communities-action-plan>

<sup>3</sup> More information available at: <https://www.gov.uk/government/publications/integrated-communities-innovation-fund>

- 1.5.2 Offer sound reasoning as to why they will be likely to achieve positive integration outcomes and, where available, have a clear evidence base to support this.
  - 1.5.3 Have a clear understanding of how outcomes will be measured and how the success of the project can be evaluated.
  - 1.5.4 Demonstrate how they have or will secure, buy-in from delivery partners and from local communities in which they will be tested.
  - 1.5.5 Show potential for growth, both in terms of the number of people reached and effectiveness in different local contexts.
  - 1.5.6 Demonstrate clear deliverability, good value for money and are financially sustainable.
  - 1.5.7 Are led by organisations that are willing to share their experiences and learning, both honestly and widely.
- 1.6 The Integrated Communities Innovation Fund (ICIF) will complement the Integration Area Programme<sup>4</sup> and the Controlling Migration Fund (CMF)<sup>5</sup> by inviting organisations across the country to come forward with innovative ideas to encourage integration.

**Background to the ICIF evaluation**

- 1.7 The Customer received a significant number of expressions of interest and applications to the ICIF and 16 projects have been chosen for funding. The projects are spread across England, will target a diverse range of communities and will work in different settings including schools, green spaces and community and leisure centres. The majority of projects involve social mixing as a core activity, while others focus on employability or shared values as a route to positive integration outcomes. Five projects involve sport.
- 1.8 The sixteen (16) projects will be funded in 2019/20, commencing in April 2019. Projects in the ICIF portfolio seek to address labour market disadvantage, lack of English language proficiency, lack of meaningful social mixing and personal, religious and cultural norms values and attitudes.
- 1.9 The main objective of the national evaluation is to effectively capture learning and establish transferable evidence of what works to improve collective understanding of how to intervene to improve integration. The findings of this evaluation will be shared with local policy makers and practitioners, community groups, and national policy makers working to improve social integration.
- 1.10 The Supplier will be expected to do this by:
- 1.10.1 Supporting all 16 projects in the Innovation Fund portfolio to deliver their monitoring and evaluation activities and analyse data and evidence
  - 1.10.2 Synthesising findings across projects on how the characteristics and delivery of projects has impacted their success and integration outcomes they seek to achieve.

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<sup>4</sup> The Integration Areas Programme is supporting five Integration Areas: Blackburn with Darwen, Bradford, Peterborough, Walsall and Waltham Forest. The Customer is working with these local authorities and a wide range of other partners to co-design local integration strategies to take tailored actions to address the challenges specific to their place. These strategies will build on existing good practice at local level, local knowledge and expertise, and the strength of community assets.

<sup>5</sup> The Controlling Migration Fund was launched in 2016 to support local authorities and ease service pressures impacted by recent migration. The national evaluation will be undertaken to gather new and better evidence and share lessons widely.

- 1.11 To date, evidence about what works systematically to boost integration has been patchy, of variable quality and not easily accessible to the people who need it. Evidence of the effectiveness of innovative ways to tackle barriers to integration will therefore be valuable to central and local government and many other providers or commissioners of services.
- 1.12 The national evaluation of the projects funded by the ICIF will bring together evidence on the impact of these interventions and synthesise findings on how the characteristics and delivery of projects has impacted their success and integration outcomes they seek to achieve. This evidence on what works will be incorporated into future policy or programme development undertaken by the department and will also serve as an evidence base for local partners, organisations and local authorities implementing integration interventions.
- 1.13 Evaluation and monitoring will form a key component of the ICIF. The main objectives of the ICIF evaluation are as set out below:
  - 1.13.1 Develop the capabilities of the organisations within the ICIF portfolio, supporting them to deliver their monitoring and evaluation activities
  - 1.13.2 Effectively capture learning and establish transferable evidence of what works to improve collective understanding of how to intervene to improve integration
  - 1.13.3 Establish an evidence base to be shared with local policy makers and practitioners, community groups, and national policy makers working to improve social integration.
- 1.14 In their applications, organisations set out plans for monitoring and evaluating the impact of projects, which vary in scope, intensity and methodology.
- 1.15 The Supplier will be required to work closely with all organisations to consolidate the data and evidence generated through individual project activities and ensure evidence on what works for integration interventions is generated consistently and to a sufficient level of quality.
- 1.16 A feasibility study has been undertaken by Kantar Public to assess the options for a national evaluation of the projects within the Integrated Communities Innovation Fund (ICIF). This statement of requirements is based on the recommendations made in the feasibility study.
- 1.17 The Supplier should note that there are some differences between this specification and the recommendations set out in the feasibility study, and the Supplier will prioritise requirements set out in this specification. The full feasibility study will be shared with the successful Supplier at Contract Award.
- 1.18 The national evaluation of the projects funded by the ICIF will complement evaluations of other programmes, currently being undertaken, particularly the Integrated Areas Programme and the Controlling Migration Fund.

## 2. DEFINITIONS

Acronym	Definition
MHCLG	Means; Ministry of Housing, Communities and Local Government (the Customer)
ICIF	Means; Integrated Communities Innovation Fund
CMF	Means Controlling Migration Fund
Evaluator/ National Evaluator	Means; The Supplier contracted to undertake the National Evaluation requirement. The Evaluator/National Evaluator will be referred to as the Supplier or Successful Supplier
Integrated Communities	Means; Communities where people, whatever their background, live, work, learn and socialise together, based on shared rights, responsibilities and opportunities
Organisations/Providers	Means; organisations within the ICIF portfolio as identified in Annex A1
Meaningful social mixing	Means; contact theory suggests that positive, meaningful interaction between groups breaks down mistrust and suspicion between groups.
Segregation	Means; the concentration of specific groups in places such as, but not limited to, local areas and schools

## 3. SCOPE OF REQUIREMENT

3.1 The Supplier will be required to undertake a national evaluation of the projects funded by the Customer's Integrated Communities Innovation Fund (ICIF). The Supplier will:

3.1.1 Undertake the three (3) components of the evaluation set out in Section 6:

3.1.1.1 Scoping stage activity and provision of associated report;

3.1.1.2 Evaluation support stage and provision of associated interim report, and;

3.1.1.3 Analysis and provision of associated final report.

3.2 Work closely with the organisations of the ICIF to develop capacity within organisations for monitoring and evaluation, and support the delivery of these activities. The Supplier will also work closely with the Customer to ensure output reflects the Customer's objectives.

3.3 The Supplier must deliver required outputs on time in accordance with the Section 7 Key Milestones and to be signed off by the Customer. Good project management practices will be maintained throughout.

3.4 The Supplier will not be required to:

3.4.1 Undertake activities already planned by organisations. Project activities will be delivered by organisations with the support of the Supplier and the Customer.

3.4.2 Support organisations with activities unrelated to monitoring and evaluation. This will be provided by the Customer and other partners where relevant.

- 3.4.3 Undertake a process evaluation of the ICIF at programme level. The evaluation will synthesise the evidence gathered from individual project evaluations, drawing links between findings where relevant.
- 3.4.4 Evaluate activities that are not funded by the ICIF programme. The evaluation will focus on interventions undertaken in 2019/20 and funded by the Customer and Sport England during that period.

#### **4. THE REQUIREMENT**

- 4.1 The Supplier will undertake a national evaluation of the projects participating in the ICIF, as identified in Annex A1. There are 16 projects within the portfolio, whose planned monitoring and evaluation activities vary in scope, intensity and methodology.
- 4.2 The Supplier will work closely with all organisations to:
  - 4.2.1 Consolidate and analyse the data and evidence generated through individual project activities, and;
  - 4.2.2 Ensure evidence on what works for integration interventions is assessed consistently and to a sufficient level of quality.
- 4.3 An inception meeting will be undertaken in the first week of the Contract Award to discuss the requirements in more detail. This will take place at the Customer's premises in London.

##### **Scoping Stage**

- 4.4 Within six (6) weeks of the contract commencement the Supplier will complete the scoping stage of the national evaluation and provide the associated Scoping stage report.
- 4.5 The Supplier will undertake the following for the scoping stage:
  - 4.5.1 Familiarisation with objectives and activities to be undertaken by organisations funded by the ICIF. This will include a review of project documentation and interviews with project leads within all sixteen (16) organisations to understand project mechanisms and their contexts in more detail. Discussions will include the feasibility of proposed research and evaluation activities, tailoring methods as necessary and practicalities of undertaking research including timescales, communications, recruiting and engaging staff and beneficiaries.
  - 4.5.2 Assistance to the organisations to enable the organisation to develop project level logic models for their suggested project interventions and peer review models as appropriate.
    - 4.5.2.1 The Supplier will support projects to define and clarify project objectives and identify outcomes being sought through the activities being delivered, working with projects to develop a project logic model/process diagram that accurately depict the aims, inputs, processes, assumptions, outputs and outcomes/impacts for each project.
    - 4.5.2.2 Project level models will be summarised by categorising the funded projects based on their characteristics (typologies), and setting out the types of outcomes they are seeking to achieve. These typologies could relate to the example characteristics below, or others deemed relevant by the Supplier:

- (a) Primary integration challenges being addressed
  - (b) Types of activities planned
  - (c) Target populations
  - (d) Scale of projects (for example number of participants)
- 4.5.3 The production of a programme relevant core set of metrics and outcome measures (an Outcomes Framework) to assess impacts and monitor progress of the interventions, based on the design and intentions of projects within the ICIF portfolio and indicator frameworks that will be provided by the Customer on Contract Award. These metrics will reflect:
- 4.5.3.1 The objectives of the ICIF (as set out at 3.6) and priorities of the Customer overall in relation to the Green Paper.
  - 4.5.3.2 Objectives, activities and outcomes of the projects.
  - 4.5.3.3 Immediate and short-term outcomes that can be measured within the timeframe available for the evaluation, linked to longer term integration outcomes. The Supplier will develop a detailed Outcomes Framework, drawing on the Draft Outcomes Framework, which was developed as part of the Feasibility Study (Annex A3).
  - 4.5.3.4 Where relevant to an organisation's project, sport outcomes will also be incorporated.
  - 4.5.3.5 Metrics will also be consistent with data collection plans and evaluation methodologies of individual projects.
- 4.5.4 An assessment of the capacity of organisations to undertake required evaluation activities and determine the tailored support they will require to participate in the national evaluation, including guidance and resources.
- 4.5.5 Produce recommendations within the Scoping Stage for improvements to monitoring and evaluation activities proposed by organisations, either to be undertaken by the organisations themselves within their own existing budgets and with their existing resources, or for the Supplier to undertake these recommendations within the defined budget for the Contract. The Supplier will consider additional qualitative or quantitative methods to improve evaluation approaches and whether any comparison groups can be identified to assess impact.
- 4.5.6 Produce a scoping stage report for sign off by the Customer which will set out the approach to the national evaluation overall. This will include:
- a) A recommended detailed design of the national evaluation and relevant timings, with a clear description of the potential findings from the national evaluation based on individual projects' capabilities and activities. This will include an assessment of the types of impacts and outcomes that will be measured, set out as an outcomes framework.
  - b) The evaluation approach that sets out research and analysis activities to be undertaken, a schedule for these activities, and the responsibilities of the Customer, Project Providers and the Supplier.

- c) The requirements on organisations to deliver their monitoring and evaluation activities and the support activities to be undertaken by the Supplier, tailored to the characteristics and relevant to the activities of individual projects and organisations. The scoping study will also set out the approach the Supplier will undertake to the development of resources and guidance to support projects.
- d) Proposals for improvement of project monitoring and evaluation activities to be undertaken either by the organisations or by the Supplier, including qualitative and quantitative elements. This could entail suggestions for changes to project design where feasible.
- e) How the Supplier will work with organisations to ensure consistency across approaches and that findings can be drawn from across the range of projects.
- f) The approach to the interim report, which will set out progress to date and include any initial evaluation findings. The content will appropriately reflect project timelines.
- g) Proposals for how findings would be synthesised in a detailed final report on what works in integration interventions and how these will be relevant to the ICIF's objectives and the Customer's wider objectives. The Supplier will consider how the evaluation findings would link to other programmes and existing initiatives set out in the Integrated Communities Green Paper<sup>6</sup> and Action Plan<sup>7</sup>, including the Controlling Migration Fund (CMF) and integration area programme.
- h) The Supplier's approach to ensuring analysis is undertaken appropriately and effective quality assurance processes are in place.
- i) An initial governance structure for the Supplier, the Customer and ICIF organisations, which will be developed and maintained by the Supplier throughout the Contract.
- j) Proposals for engagement with the Customer and sign off of outputs. This will include the provision of regular updates on the progress of the work throughout the project lifetime. The frequency of these updates will be determined at the Inception meeting and reviewed during the Scoping stage.

4.6 Following completion of the scoping stage and provision of the associated report, the Customer will review the proposed approach. The Customer will provide the Supplier with feedback within five (5) working days on their draft proposed approach. Progression to the next phase will require sign off by the Customer at this stage.

4.6.1 Should the proposed approach as set out in the report not sufficiently satisfy the objectives of the evaluation or be deliverable in the project duration, the procedure and escalation processes to be followed are described in Section 10.

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<sup>6</sup>HM Government (2018). Integrated Communities Strategy Green Paper. Available from: [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/696993/Integrated\\_Communities\\_Strategy.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/696993/Integrated_Communities_Strategy.pdf)

<sup>7</sup>HM Government (2019), Integrated Communities Strategy Action Plan. Available from: <https://www.gov.uk/government/publications/integrated-communities-action-plan>

- 4.7 Should the scoping report require no further feedback, the Customer will approve the Supplier's scoping stage report within 10 working days of receipt of the report.

### **Evaluation Support Stage**

- 4.8 Throughout the national evaluation, the Supplier will deliver on the activities and outputs proposed at scoping stage, once agreed with the Customer. This must include:
- 4.8.1 Support to organisations on their monitoring and evaluation activities throughout the project duration, ensuring they have sufficient understanding and are delivering on their requirements. This will involve working with organisations to develop their monitoring and evaluation capabilities and deliver the required outputs for the national evaluation.
  - 4.8.2 Production of guidance and resources for individual projects on monitoring and evaluation throughout project lifetimes including a clear set of objectives, approaches, data collection tools, and report templates. This will include guidance on evaluation tools such as surveys and any other required research materials. The guidance and resources will be provided to the organisations by Week 8 of Contract Award.
  - 4.8.3 Where appropriate, the design, delivery and analysis of additional research and evaluation activities including qualitative methods such as interviews with Providers and other stakeholders.
  - 4.8.4 Work with organisations to ensure monitoring and evaluation activities are consistent with project plans and outcomes being sought, in relation to the outcomes framework developed by the Supplier during the scoping stage. Outcomes should be consistent across activities being undertaken by the full set of organisations within the ICIF portfolio.
  - 4.8.5 Regular updates including the evidence gathered to date will be shared with the Customer throughout the evaluation support stage. The frequency of these updates will be determined as part of the scoping stage for the national evaluation.
  - 4.8.6 The Supplier will submit an interim report to the Customer on the findings of the national evaluation at the midway point of the project; i.e. within six months of Contract Award, in accordance with the Section 7 Key Milestones. This report should set out progress to date and initial findings of the national evaluation.
  - 4.8.7 The Customer will approve the Supplier's evaluation support stage report within ten (10) working days of receipt of the report

### **Analysis and Report Stage**

- 4.9 Analysis will be undertaken by the Supplier throughout the project duration, alongside evaluation support to individual projects. The Supplier will produce a final report by REDACTED that:
- 4.9.1 Analyses the data and evidence for all projects appropriately. This will include all qualitative and quantitative data, including management information, participant surveys and focus group or case study evidence. Quantitative analysis of outcome measures will begin with an estimation of effects independently for each project. The Supplier will compare findings for different projects, recognising the relevant differences between projects.

- 4.9.2 Produces conclusions on how the design and implementation of the activities contributed to their success at achieving the short-term integration outcomes they sought to, in relation to the programme-wide outcomes framework designed at the scoping stage.
- 4.9.3 Synthesises the evidence generated through individual organisations' monitoring and evaluation activities, drawing links between findings and comparisons between projects to identify what works in different contexts. Identifying commonalities between projects is essential for the national evaluation and the report will outline the potential for impact of the intervention to be maintained in the longer term, and how this might be measured.
- 4.9.4 Summarises findings across the programme overall on what works for innovative integration interventions and why.
- 4.9.5 The Supplier will work with the Customer and organisations during the Contract to define which information will require anonymising and which may be deemed commercially sensitive, prior to any publication.
- 4.10 This report will be publicly available, including on the gov.uk website, and shared (by the Customer and organisations) with relevant local and national partners such as, but not limited to, the Cohesion and Integration Network.
- 4.11 All analysis will be presented accurately, reflecting all assumptions and limitations appropriately. Quality assurance will be undertaken by the Supplier on all processes and analyses and documented in the final report.
- 4.12 A presentation will be made by the Supplier to the Customer on the findings of the national evaluation following submission and provisional sign off of the report, which will take place before REDACTED at the Customer's premises in London.
- 4.13 The Customer will approve the Supplier's Final report within twenty (20) working days of receipt of the report.

### **Project Management**

- 4.14 Throughout the project the Supplier will:
  - 4.14.1 Provide overall oversight and management of all three components of the project. This will include identifying, monitoring and responding to possible and emergent threats to the successful completion of all stages of the evaluation. It is vital that the Supplier has a robust risk management plan strategy in place which is jointly agreed and shared with the Customer and the organisations within the ICIF portfolio.
  - 4.14.2 Produce a project plan at the beginning of the project within two (2) weeks of Contract Award, updating the plan to report on progress and changes throughout the project.
  - 4.14.3 Produce a risk register within two (2) weeks of Contract award and maintain an up to date risk register to raise and report on raise issues faced.
    - 4.14.3.1 The Supplier will review, manage, update and mitigate risks owned by the Supplier, and advise the Customer on managing and mitigating other risks identified by either the Supplier or the Customer during the Contract.

- 4.14.4 The Supplier will also be responsible for establishing governance structures for the national evaluation overall. The Supplier will produce a clear breakdown of governance structures, distinguishing lines of responsibility and accountability between the organisations, the Customer and the Supplier to be shared and agreed with the Customer and updated throughout the project, where necessary.
- 4.14.5 Evaluation activities will be undertaken concurrently with the organisations' project delivery plans and as such, the Supplier will require frequent contact with organisations, the frequency as agreed during the Scoping Stage, to ensure that the proposed evaluation corresponds to the activities of the organisations' projects. The Supplier is expected to work closely with all organisations to deliver monitoring and evaluation activities, and update the Customer on progress, risks and issues.

## **5. KEY MILESTONES AND DELIVERABLES**

- 5.1 The Supplier will note the following Contract milestones/deliverables will apply and that the Customer will measure the quality of delivery against.

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## **6. REPORTING**

- 6.1 The Supplier will be expected to deliver the work to the agreed timescales, but should notify the Customer immediately of any issues that put delivery at risk.
- 6.2 The Supplier will produce drafts of all outputs produced throughout the evaluation, to be discussed at the progress review meetings described at 6.3. All materials including evaluation plans, research tools and evaluation outputs will require final sign off by the Customer within the above specified timescales. Progress from the scoping stage of the evaluation will be dependent on sign off of the final scoping report.
- 6.3 The Supplier will work effectively with the Customer and ICIF organisations to develop evaluation plans and deliver activities, with regular updates and reporting on progress across to the Customer. The Supplier will participate in a face-to-face meeting with the Customer at least every three (3) months at the Customer's premises in London, supplemented by monthly telephone meetings, or more regular as appropriate, as agreed between the Customer and the Supplier at the Inception Meeting and during the Contract Term.
- 6.4 Standing items for monthly updates will include: progress reports from the Supplier and the Customer, risks and issues; and next steps including engagement.
- 6.4.1 The Supplier will submit an updated project plan and risk register for each update to be discussed in the meetings. An agenda for the meeting will be supplied in advance of the meeting. These documents will be provided no later than one (1) day prior to the scheduled meeting.
- 6.4.2 The Supplier will produce a short written summary of each meeting's decisions and actions for the Customer's review and agreement within five (5) working days of the meeting taking place.
- 6.5 A detailed governance structure for the Supplier, the Customer and ICIF organisations will be developed by the Supplier following the issuing of the Contract, as described in Section 6.

## **7. VOLUMES**

- 7.1 The Supplier will produce three (3) reports, as described in section 6:
  - 7.1.1 A scoping stage report, within REDACTED of Contract Award;
  - 7.1.2 An interim report, within REDACTED months of Contract Award, and;
  - 7.1.3 A final evaluation report, no later than REDACTED.
- 7.2 The Supplier will work closely with all sixteen (16) projects funded by the ICIF to support monitoring and evaluation activities and ensure undertakings are consistent with the overall approach of the evaluation.

## **8. CONTINUOUS IMPROVEMENT**

- 8.1 The Supplier will be expected to continually improve the way in which the required Services are to be delivered throughout the Contract duration. The Supplier will present new ways of working to the Customer, where relevant, during monthly update meetings.
- 8.2 Changes to the way in which the Services are to be delivered must be brought to the Customer's attention and agreed prior to any changes being implemented.

## **9. STAFF AND CUSTOMER SERVICE**

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

## **10. SERVICE LEVELS AND PERFORMANCE**

- 10.1 The Customer will measure the quality of the Supplier's delivery by:
  - 10.1.1 KPI/SLA 3: The Customer will provide the Supplier with feedback within five (5) working days on their proposed approach set out in the Supplier's Scoping Report. Should the proposed approach not sufficiently satisfy the objectives of the evaluation or be deliverable within the project timeframe, the following procedure and escalation processes will apply:
    - 10.1.1.1 An initial feedback meeting will take place within five (5) working days between the Customer and the Supplier to identify the concerns and agree a revised approach.
    - 10.1.1.2 Following the initial feedback meeting, the Supplier will re-submit their revised Scoping Report within five (5) working days of Contract Award.
    - 10.1.1.3 The Customer will review the revised Scoping Report within five (5) working days of the Contract Award and provide feedback to the supplier.
    - 10.1.1.4 Should the revised Scoping report still not satisfy the evaluation's objectives and instil confidence, the Dispute Resolution Procedure as set out in Schedule 4 of the RM6018 will apply.

- 10.2 Payment will be made in arrears only when the Customer receives the outputs of a satisfactory quality linked to all the milestones.
- 10.3 The Supplier will provide a robust escalation procedure to help resolve any issues that may arise within project delivery. This will include the provision of a dedicated senior point of contact who can deal with and resolve such issues.
- 10.4 The Customer will maintain a record of Supplier adherence to the agreed service level and performance timelines. Any non-adherence will result in performance review meetings between the Customer and the successful Supplier, to provide a full debrief and explanation as to why the service level agreement was not met. Improvement plans will also be established during these meetings.
- 10.5 If the Supplier fails to deliver on the Key Milestones and Deliverables, they will be expected to work with the Customer to rectify the situation, including attendance at additional performance review meetings if required.
- 10.6 The Customer reserves the right to seek early termination of the Contract in accordance with the procedures set out in the CCS Commercial Agreement RM6018 Research Marketplace Dynamic Purchasing System Terms and Conditions.

## **11. SECURITY**

- 11.1 The Supplier will establish appropriate data sharing processes with organisations as part of the scoping stage to ensure the evaluation.

## **12. CONTRACT MANAGEMENT**

- 12.1 Attendance at Contract and Progress Review meetings will be at the Supplier's own expense.
- 12.2 The requirements for contract and project review meetings are as set out in Section 6.

## **13. LOCATION**

- 13.1 The location of the Supplier's Services will be carried out at the Supplier's location. The Supplier will also attend meetings with the Customer in London and work with all organisations participating in the Integrated Communities Innovation Fund, based across England. The locations exclude Wales, Scotland and Northern Ireland.

**ANNEX B**  
**Supplier Proposal**

**REDACTED**