

DPS FRAMEWORK SCHEDULE 4: LETTER OF APPOINTMENT AND CONTRACT TERMS

Part 1: Letter of Appointment

Dear REDACTED INFORMATION

Letter of Appointment

This letter of Appointment is issued in accordance with the provisions of the DPS Agreement (RM6018) between CCS and the Supplier dated 16th February 2018.

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

Order Number:	TBA
From:	The College of Policing Limited (a company registered in England and Wales with registration number 08235199) of REDACTED INFORMATION ("Customer")
To:	Greenstreet Berman Ltd a company registered in <i>England and Wales</i> under Company Number 3281935 REDACTED INFORMATION ("Supplier")

Effective Date:	3 rd January 2019
Expiry Date:	End date of Initial Period 29 th March 2019 End date of Maximum Extension Period 29 th November 2019 Minimum written notice to Supplier in respect of extension:1 month

Services required:	Set out in Section 2, Part B (Specification) of the DPS Agreement and refined by: The Customer's Coll 0236 Police Wellbeing Pilots – Process and Intermediary Outcome Evaluations attached at Annex A and the Supplier's Proposal attached at Annex B;
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Key Individuals:	REDACTED INFORMATION
[Guarantor(s)]	N/A

Contract Charges (including any applicable discount(s), but excluding VAT):	As per Schedule 6 Annex 1 a breakdown of Capped costs set at a maximum of £111,945.00 including all expenses but excluding VAT.
Insurance Requirements	As per the framework terms and conditions.
Customer billing address for invoicing:	Electronic invoices are to be sent to REDACTED INFORMATION

Alternative and/or additional provisions (including Schedule 8(Additional clauses)):	The Intellectual Property Rights clauses at – Annex A - section 11 will take precedence over those set out in Annex C-Terms and Conditions. Schedule 7 Processing Personal Data and Data Subjects.
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FORMATION OF CONTRACT

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

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

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

For and on behalf of the Supplier:

For and on behalf of the Customer:

Name and Title:

Name and Title: REDACTED INFORMATION

Signature:

Signature: REDACTED INFORMATION

Date:

Date: 31/01/2019

ANNEX A

Customer Project Specification

1. THE REQUIREMENT

1.1 The Customer requires the Supplier to carry out evaluations for four projects detailed below. The full theory of change information and contact details for the project leads will be made available to the Supplier following award of contract.

1.2 Evaluation 1: psychological screening pilots

1.2.1 There are two sets of psychological screening activity due to be piloted in Lincolnshire:

1.2.2 An online screening tool, being tested with all public protection officers and family liaison officers (approx. 150 people). The assessment online will result in one of three outcomes (Fit Notes, Structured Interview or Psychological Assessment), two of which will require follow up face-to-face meetings.

1.2.3 A face to face screening activity which will be tested with response officers in two stations (approx. 40 people). The face to face screening will also result in one of 3 outcomes (fit, marginal support, intervention) and will be followed by a three week check-up with the officer.

1.2.4 The wellbeing rationale for these pilot interventions is to use screening to identify potential risks in each person's role and environment, and then tailor useful personal wellbeing advice and support to address those risks, before more serious wellbeing-related or mental health issues arise.

1.2.5 The force is running these pilots. The role of the Supplier is to conduct process and intermediary outcomes evaluation across these two pilots.

1.2.6 For the process evaluation: The process evaluation shall address issues of context, implementation similarities and differences between the two pilots and what would be required to support a wider rollout and test of both / either screening activity. Data on this will primarily be gathered via liaison with the force over its quantitative output data and via qualitative interviews with key contacts and service users.

1.2.7 For the intermediary outcomes evaluation: Given the timescale for delivery, the Customer has already prepared a baseline intermediary outcomes questionnaire and the force has administered it and collected the data (October 2018). The re-test questionnaire will be distributed in January 2019. The questionnaire is composed of eight statements on participant mental health awareness, perception of support and willingness to act. Respondents indicate how much they agree or disagree with the statements. The data is anonymous and cannot be matched, so the analysis will be a simple comparison of average change in the two different pilot groups from baseline to re-test.

1.2.8 The findings from the questionnaire would be triangulated via additional qualitative feedback from the service users during the process evaluation interviews.

- 1.2.9 The Supplier shall complete the following activities:
 - 1.2.9.1 Liaison with the College of Policing and Lincolnshire Police for inception and progress meetings.
 - 1.2.9.2 Data input from paper questionnaires (up to 190 participants x 2 instances)
 - 1.2.9.3 Preparation and finalization of a semi-structured interview schedule (covering process and intermediary outcome topics) for qualitative interviews.
 - 1.2.9.4 Between 14 and 18 qualitative interviews (face to face or telephone) with service users, equally across the two pilots.
 - 1.2.9.5 Up to 8 longer qualitative interviews with key contacts (face to face in Lincolnshire).
 - 1.2.9.6 Analysis of the interview responses for emerging themes.
 - 1.2.9.7 Basic quantitative data analysis of the questionnaire data
 - 1.2.9.8 Writing a description of the user journey based on project documents and output data provided by the force.
 - 1.2.9.9 Report writing.
 - 1.2.10 Delivery of a draft report by 15th March 2019 and the final report by 29th March 2019.
 - 1.2.11 The report shall include ‘lessons learnt’, ‘implementation success factors’ and ‘intermediary outcomes’ indications. The executive summary shall be no longer than three A4 pages. The summary will focus on messages suitable for a police and practitioner audience. The full report shall set out the methodology, research materials and emerging themes from the interviews in more detail and be suitable for publication by the College after peer review. The reports for each evaluation that follows shall also follow this format.

1.3 Evaluation 2: peer support models

- 1.3.1 There are three related sets of activity on peer support models planned in Lancashire:
 - 1.3.1.1 Superintendent’s cohort peer support model development (a)
 - 1.3.1.2 Frontline peer support and tiered supervision model development (b)
 - 1.3.1.3 Local divisional wellbeing officer pilot (c)
- 1.3.2 A new model of peer support is being developed in-house for frontline peer support. Around 130 peer supporters will receive training and supervision processes will be set up. This supervision will happen regularly in groups.
- 1.3.3 Two officers will be trained to a higher level than conventional peer supporters. These will offer support to groups in post-incident situations.
- 1.3.4 The wellbeing rationale for these pilots is to improve the skills, confidence and supervision of peer supporters, to ensure police officers and staff feel able to share issues and receive low-level support from people they respect, who have faced similar experiences.

- 1.3.5 The force is running these pilots and a university is evaluating pilot 'a' as listed above. Therefore, the role of the Supplier is to conduct process and intermediary outcomes evaluation across pilots 'b' and 'c' above, whilst liaising with the College and the relevant university on the first pilot to check for any crossover lessons learnt.
- 1.3.6 For the process evaluation, data will primarily be gathered via liaison with the force over its quantitative output data and via qualitative interviews with key contacts and service users.
- 1.3.7 For the intermediary outcomes evaluation, the College is in the process of preparing two baseline intermediary outcomes questionnaires, one for peer supporter trainees and one for a random selection of employees. The force will administer the peer supporter questionnaire and collect the data (November 2018). The force and College will administer the random employee questionnaire together. The re-test questionnaires will be sent in February 2019. The trainee questionnaire is composed of statements on their skills, confidence and perception of support from the force. The random employee questionnaire is composed of questions about awareness and willingness to use peer supporters. Respondents indicate how much they agree or disagree with the statements. The data is anonymous and cannot be matched, so the analysis will be a simple pre-post test of change.
- 1.3.8 The Supplier shall complete the following activities:
- 1.3.9 Liaison with the College of Policing and Lancashire Police for inception and progress meetings.
- 1.3.10 Data input from paper questionnaires (~220 participants x 2 instances)
- 1.3.11 Preparation and finalization of a semi-structured interview schedule for qualitative interviews.
- 1.3.12 Between 14 and 18 qualitative interviews (face to face or telephone) with service users and peer supporters including both of the local divisional welfare officers.
- 1.3.13 Up to 8 longer qualitative interviews with key contacts (face to face in Lancashire).
- 1.3.14 Basic quantitative data analysis on both questionnaires
- 1.3.15 Analysis of the interview responses for emerging themes.
- 1.3.16 Writing a description of the user journey based on project documents and output data provided by the force.
- 1.3.17 Report writing.
- 1.3.18 Delivery of a draft report by 15th March 2019 and the final report by 29th March 2019.

1.4 Evaluation 3: encouraging physical activity

- 1.4.1 This project involves developing and using a bespoke app to facilitate a structured physical activity challenge for officers and staff at South Wales Police. Up to 1000 (100 teams of 10) officers and staff will be offered the

opportunity to use the app to record their physical activity and compete in team challenges.

- 1.4.2 The wellbeing rationale for this pilot is to improve overall wellbeing by increasing physical activity, whilst also fostering greater team cohesion and opportunities to socialize with peers.
- 1.4.3 The force is running the pilot in conjunction with a university. The role of the Supplier is to conduct a process evaluation, which addresses issues of context, implementation and what would be required to support a wider rollout and test of both / either screening activity. Data shall primarily be gathered via liaison with the force / university over the quantitative output data provided by the app and via interviews with key contacts and service users. In addition, an intermediary outcomes evaluation shall take place. The university involved holds considerable data on the wellbeing of South Wales police employees, so a follow-up survey may be possible to judge change in wellbeing, if data sharing and collaboration agreements can be reached. Alternatively, a new survey may be launched. This issue shall be resolved in the first month of the new contract.
- 1.4.4 Offering an app – particularly a newly developed one – to new users can result in complex queries and technical / implementation issues to be resolved. In order to be able to offer the app more widely with success at a later date it would be useful to understand how users acquire, interact with and view the app in the pilot. For this, it shall be useful to conduct a structured process evaluation – for example User Journey Mapping – to gather user feedback. This should run alongside semi-structured interviews with key contacts in forces, in order to cover more generic process evaluation questions about context, implementation and potential (see previous process evaluations for relevant questions).
- 1.4.5 Following approximately 10 users through their Application usage experience in this way could provide very useful insight into the factors that will influence the success of a wider role out. Topics for telephone catch-up sessions should cover both the app and the way the force publicizes and promotes the app, covering topics such as:
 - 1.4.5.1 Motivation to access (including a discussion of accompanying publicity issued by the force)
 - 1.4.5.2 Ease of access / device compatibility
 - 1.4.5.3 Suitability of app for purpose (does it do what you expect it to, given the publicity around it?)
 - 1.4.5.4 Requirement for help / explanation and perception of where to go for this
 - 1.4.5.5 Limiting factors for usage / participation
- 1.4.6 In addition, data from the app will be made available to the independent evaluator, in order to analyses usage patterns.
- 1.4.7 This approach requires the following activities from the Supplier:

- 1.4.7.1 Liaison with the College of Policing and the force for inception and progress meetings
- 1.4.7.2 Intermediary outcomes data collection design and planning, to incorporate existing data from the university involved where possible – this will include administering a survey, cleaning and analyzing data.
- 1.4.7.3 Identification of service user groups and randomized selection of participants for follow up user journey mapping calls.
- 1.4.7.4 Preparation and finalization of a) a semi-structured interview schedule for key contacts, b) a plan and schedule for user journey mapping telephone calls
- 1.4.7.5 Short telephone catch-ups with 10 service users (x3 each over the course of the challenge)
- 1.4.7.6 Up to 5 longer interviews with key contacts (face to face)
- 1.4.7.7 Analysis of the interview responses / construction of the user maps
- 1.4.7.8 Basic quantitative data analysis
- 1.4.7.9 Report-writing
- 1.4.7.10 Delivery of a draft report by 15th March 2019 and the final report by 29th March 2019.

1.5 Evaluation 4: wellbeing outreach vans

- 1.5.1 Three wellbeing outreach vans are to be made available to forces around the country, starting from October 2018. These vans will be booked by a force for a period of time. During that time they will visit each site within a force's area, in order to raise awareness of wellbeing issues where officers and staff work, rather than requiring them to attend a headquarters to receive a wellbeing intervention.
- 1.5.2 In order to be able to use the vans, forces are required to a) provide staff to run the van's activities, b) ensure that the vans spend time at each police site in the relevant area (not just headquarters) and c) offer basic health checks (blood pressure / glucose etc.) as minimum. It is envisaged that the vans will also offer the chance for visitors to speak with wellbeing advisors and / or be provided with literature on mental, physical and financial health. However, the approach is not currently prescriptive and the presentation of options will depend on each force's approach.
- 1.5.3 The wellbeing rationale for this intervention rests on the idea that the arrival of a physical and tangible intervention – a wellbeing van - should raise awareness of wellbeing-related issues in the police employee population, by providing a talking point and focus for queries about wellbeing, in a way that emails or meetings would not. If health checks are carried out, they may identify issues earlier than would otherwise have been possible, leading to referrals to Occupational Health services and / or the impetus for individual behavioural change.

- 1.5.4 Lancashire Police is coordinating the wellbeing outreach van pilot. Each force will deploy and staff the vans as it chooses. The role of the Supplier is to conduct a simple process and intermediary outcomes evaluation.
- 1.5.5 The process evaluation will address issues of context, implementation similarities and differences on different deployments and what would be required to support a wider rollout and test. A process evaluation would help to understand three key issues in relation to the vans:
 - 1.5.5.1 How do individual forces use the vans? How do they plan, resource and implement the delivery of interventions within the vans? (identifying lessons learnt)
 - 1.5.5.2 What are the implementation costs within each Force?
 - 1.5.5.3 Who uses the vans and why?
 - 1.5.5.4 How do officers and staff perceive the vans?
- 1.5.6 Data will primarily be gathered via liaison with Lancashire Police over the quantitative output data they are collecting for the project and via qualitative interviews with key contacts within the forces that take up the offer.
- 1.5.7 The intermediary outcomes evaluation will use iPads on the vans to collect data to on the service user impact. A short online questionnaire will be offered to van users to complete once they have finished receiving their health checks / advice.
- 1.5.8 This will ask a brief set of questions to determine whether the participants believed themselves to have experienced change on the desired intermediary outcomes:
 - 1.5.8.1 Improved awareness of the wellbeing agenda
 - 1.5.8.2 Identification of basic health and / or wellbeing issues (when these would otherwise have not been identified)
 - 1.5.8.3 Fostering the intention to a) seek help, b) change wellbeing-relevant behaviours
 - 1.5.8.4 Willingness to participate in a follow-up questionnaire.
- 1.5.9 This approach requires the following activities from the Supplier:
 - 1.5.9.1 Liaison with the College of Policing and Lancashire Police for inception and progress meetings
 - 1.5.9.2 Oversight of the online questionnaire and instructions for van staff r regarding administering the questionnaire via iPads
 - 1.5.9.3 Preparation and finalization of a semi-structured interview schedule for qualitative interviews with force leads and van staff

- 1.5.9.4 Around 20 (telephone) interviews with key contacts and van staff at forces which have used the wellbeing outreach vans
- 1.5.9.5 Data download and cleaning
- 1.5.9.6 Quantitative data analysis of the intermediary outcomes data
- 1.5.8.7 Analysis of the interview responses
- 1.5.8.8 Production of descriptive statistics from the data stored on the project outputs spreadsheet / online questionnaire completed by van staff (this spreadsheet was designed before commencement of the contract by the College of Policing in conjunction with Lancashire Police)
- 1.5.8.9 Report-writing

1.6 Longer-term impact evaluation – set-up activities

- 1.6.1 For each of the four pilots described above, set-up activities for longer-term impact evaluations are also in scope for the work to March 2019.
- 1.6.2 The activities will include designing and setting up an approach to longer-term impact collection. Although each of the four projects may require a slightly different approach, it is anticipated that activities for each project would include:
 - 1.6.2.1 Liaison with HR departments in forces to gain data that will allow for the review of changes in sickness absence over time
 - 1.6.2.2 Preparation or groundwork for reiterations of the initial outcomes questionnaires after March 2019 and / or the design and development of additional quantitative data collection tools to try to capture change over time in wellbeing, presenteeism, leavism and other relevant longer-term outcomes.
 - 1.6.2.3 Liaising with forces to check the availability of existing force-wide / group-specific wellbeing measures that could be used to check before and after impact assessments, if data sharing agreements can be reached and the same measures enacted beyond March 2019.
- 1.6.3 Creative ideas for addressing baselining issues and maximizing the potential of the longer-term impact assessments will be appreciated.

2. OPTION TO EXTEND

- 2.1. The activities specified above must be completed by the end of March 2019. However, in order to capture longer-term outcomes, we have proposed 8 month follow-up evaluation activities. These are currently being discussed internally and a funding decision will be reached in January 2019.
- 2.2. The extension activities will focus on longer-term impact and will take forward the areas of data collection designed and set up as outlined in 6.6 above. Specific deliverables will be detailed in January 2019 if the option to extend is taken up. However, broadly speaking, the follow-on work will involve some or all of the following for each project:
 - Review of changes in sickness absence over time using HR data supplied by forces, involving data cleaning, analysis and reporting.
 - Reiterations of the initial outcomes questionnaires after March 2019 and / or the reiteration of additional quantitative data collection tools to try to capture

change relevant longer-term outcomes, plus data cleaning, analysis and reporting.

- Data cleaning, analysis and reporting for reiterations of existing force-wide / group-specific wellbeing measures that could be used to check before and after impact assessments.
- At tender stage only the discounts offered to the Maximum Charging Threshold (see Annex 1 of DPS Agreement) based on Staff Grades are requested for the extension period.
- A contract variation would be issued if the option to extend is taken up.

2.3. The Customer requires the contracted Supplier to carry out the extension activities below.

2.4. Please note that there are intentionally no extension activities set out for 'Evaluation 1: psychological screening pilots' from the original specification.

2.5. Evaluation 2: peer support models

2.5.1. The Supplier will complete the following extension activities:

2.5.1.1. Ongoing liaison with the College of Policing and Lancashire Police to ensure that the schedule for launch and rollout of the peer support scheme is known and can be co-ordinated with further evaluation activities.

2.5.1.2. Reviewing the anonymous peer support user survey (prepared already during the main contract, hosted by the College) to check whether adding any additional questions could help shed light on wellbeing, resilience, presenteeism and leaveism behaviours (acknowledging that the anonymous surveying means there can be no pre- / post-intervention testing).

2.5.1.3. Launch of the anonymous peer support user survey, once the main peer support scheme launches. Liaison with Lancashire Police to ensure all peer supporters promote the link to their users.

2.5.1.4. Launch of the re-test phase of the anonymous 'attitudes to peer support' survey (hosted by the College) a minimum of four months after the official launch of the peer support scheme.

2.5.1.5. Note: Where the College of Policing hosts existing surveys, the supplier will still be responsible for all other survey-related activities, including co-ordinating rollout and publicity working with Lancashire Police, using the survey link provided and reassure that participation is voluntary and anonymous.

2.5.1.6. Working with the occupational health (OH) team in Lancashire Police to check whether the number and / or severity of OH referrals changes at force level (due to data protection/anonymity restrictions) once the scheme has been initiated.

2.5.1.7. Interviewing the newly recruited divisional wellbeing officer to understand their role within the scheme.

- 2.5.1.8. Wrap-up interviews with key contacts to ensure lessons learnt are captured after the first six months of rollout.
- 2.5.1.9. Analysis of the quantitative and qualitative data gathered via the activities above.
- 2.5.1.10. Report-writing – incorporating the new data into the previous interim report (March 2019) and creating a new final report and executive summary.
- 2.5.1.11. Delivery of draft report by 1st November 2019 and a final report by 29th November 2019.

2.6. Evaluation 3: encouraging physical activity

2.6.1. The Supplier will complete the following extension activities:

- 2.6.1.1. Ongoing liaison with the College of Policing and South Wales Police to ensure a co-ordinated schedule for closing the challenge, collecting post-intervention data and transferring data from the Force to the supplier.
- 2.6.1.2. Analysis of the outcomes data available from the existing participant surveys at each re-test point (expected to be immediately post-challenge and then potentially 3 – 6 months post-challenge). The supplier will liaise with the relevant parties to ensure the timetable for data collection and analysis is clear and feasible within the follow-up period.
- 2.6.1.3. Analysis of the usage data available at the same points as above, to give a good sense of the different types of usage experience.
- 2.6.1.4. Wrap-up interviews with key contacts to ensure lessons learnt are captured after the challenge is completed.
- 2.6.1.5. Further interviews with service users to ensure their views are captured once the challenge has been completed – particularly focusing on the impact of the challenge for them.
- 2.6.1.6. Investigation of whether HR data reveals changes in sickness absence for participants / at force-level, depending on the level of access to HR data negotiable with the users and force.
- 2.6.1.7. Analysis of the quantitative and qualitative data gathered via the activities above.
- 2.6.1.8. Report-writing – incorporating the new data into the previous interim report (March 2019) and creating a new final report and executive summary.
- 2.6.1.9. Delivery of draft report by 1st November 2019 and a final report by 29th November 2019.

2.7. Evaluation 4: wellbeing outreach vans

- 2.7.1. The strategy for the wellbeing outreach vans was always to run the evaluation process for longer than the other pilots. Therefore, the extension activities are largely a continuation of the existing approach. The Supplier will complete the following extension activities:
- 2.7.1.1. Ongoing liaison with the College of Policing and Lancashire Police to ensure that the evaluation guide is taken up during each deployment and the supplier is made aware of all deployments and developments relating to the vans. Ongoing monitoring of the return of evaluation data.
 - 2.7.1.2. Analysis of the outcomes data available from the existing participant surveys at each re-test point (expected to be immediately after van usage and then a re-test sent to those who have left their contact details a minimum of 3 months and maximum of 6 months post-baseline – this re-test will be scheduled and planned by the supplier, but facilitated by the College of Policing for data protection reasons).
 - 2.7.1.3. Working with the occupational health (OH) teams in forces to understand the impact of van visits on their work – for example checking whether the number and / or severity of OH referrals changed at force level after the van visited (all data would be aggregate and anonymised).
 - 2.7.1.4. Two additional site visits during deployments for user interviewing.
 - 2.7.1.5. Up to 10 telephone interviews to provide brief vignettes / case studies for the final report – contacting volunteers who have left contact details during the re-test survey and indicated that their visit to the van has had longer-term effects.
 - 2.7.1.6. Wrap-up interviews with key contacts to ensure lessons learnt are captured after an additional six months of delivery is completed.
 - 2.7.1.7. Analysis of the quantitative and qualitative data gathered via the activities above.
 - 2.7.1.8. Report-writing – incorporating the new data into the previous interim report (March 2019) and creating a new final report and executive summary.
 - 2.7.1.9. Delivery of draft report by 1st November 2019 and a final report by 29th November 2019.

3. KEY MILESTONES AND DELIVERABLES

3.1 The Supplier should note the following project milestones that the College will measure the quality of delivery against. These are milestones for the core delivery. Any milestones for optional elements are described separately in the relevant section.

3.2 The following Contract milestones/deliverables shall apply:

Milestone/Deliverable	Description	Timeframe or Delivery Date
1	Initial meeting with the College's appointed contact to agree definitions, scope and contact arrangements	No later than 11/01/2019
2	Completion of all interview fieldwork relating to each of the four projects	No later than 04/10/2019
3	Delivery of draft reports for each of the four process evaluations	No later than 01/11/2019
4	Delivery of the final report for each of the four process evaluations	No later than 29/11/2019

4. CUSTOMER'S RESPONSIBILITIES

4.1 The Customer will facilitate initial contact with the project leads at the forces involved, but after that will expect the primary channel of communication to be between the Supplier and the force with regard to gaining access to project management / output data and gaining access to participants and key contacts for interview.

4.2 The Customer will provide insight into the measures and processes being used in other wellbeing evaluations and trials and provide guidance to the Supplier on how to ensure their approach is in accordance with the wider programme of evaluations.

4.3 The College is responsible for determining intermediary outcome questionnaires for three of the projects listed above and baselining the measures before the start of the contract with the Supplier. These

questionnaires, their data and the theory of change work underpinning their use will be passed to the Supplier on commencement of the contract.

5. MANAGEMENT INFORMATION/REPORTING

- 5.1 The College will manage the Contract, by a named contact. The Supplier will be expected to deliver the work to the agreed timescales, but should notify the College immediately of any issues that put delivery at risk.
- 5.2 The Supplier shall provide advice to the Authority on any issues prompted by the research but which may not be detailed on the scope of work.
- 5.3 The Supplier and the College will be required to develop and maintain a good working relationship throughout the project, to ensure the work is delivered to time and meets accepted academic standards.
- 5.4 The Supplier shall keep in regular contact via email or telephone, providing progress updates on at least a fortnightly basis (or more frequently when the project requires).
- 5.5 The Supplier shall be expected to come to the Authority's offices for project meetings.

6. CONTINUOUS IMPROVEMENT

- 6.1 The Supplier shall be expected to continually improve the way in which the required Services are to be delivered throughout the Contract duration.
- 6.2 The Supplier should present new ways of working to the Customer during Contract review meetings.
- 6.3 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.

7. QUALITY

- 7.1 The Supplier will have specialist research and evaluation skills and an excellent track record in completing intervention evaluation contracts to time and to a high quality. In addition, they will have experience of concisely summarising evaluation findings in a way that is appropriate for a policy and practitioner audience.

8. STAFF AND CUSTOMER SERVICE

- 8.1 The Supplier shall provide a sufficient level of resource throughout the duration of the Police Wellbeing Pilot evaluation contract in order to consistently deliver a quality service.
- 8.2 The Supplier's staff assigned to the Police Wellbeing Pilot evaluation contract shall have the relevant qualifications and experience to deliver the Contract.
- 8.3 The Supplier shall ensure that staff understand the College's vision and objectives and will provide excellent customer service to the College throughout the duration of the Contract.

9. SERVICE LEVELS AND PERFORMANCE

9.1 The Customer will measure the quality of the Supplier's delivery by:

KPI/SLA	Service Area	KPI/SLA Description	Target
1	Service Delivery	Adherence to the key milestones as set out in section	100%
2	Service Delivery	Fortnightly updates on the progress of the project.	100%

- 9.2 Payment shall be made in arrears only when the Customer receives the outputs of a satisfactory quality linked to all the milestones.
- 9.3 The Supplier shall provide a robust escalation procedure to help resolve any issues that may arise within project delivery. This should include the provision of a dedicated senior point of contact who can deal with and resolve such issues.
- 9.4 The Customer shall 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 Authority 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.
- 9.5 If the Supplier falls below the required targets for two (2) consecutive months, they shall be expected to work with the Client through monthly meetings to rectify the situation.
- 9.6 Where the Customer identifies poor performance against the above KPI's/SLA's (3 consecutive failures in any rolling 6 week period), the Customer reserves the right to seek early termination of the Contract in accordance with the procedures set out in Appendix C - Terms and Conditions.

10. SECURITY AND GDPR REQUIREMENTS

- 10.1 The Supplier shall guarantee that all material used in the research will be treated as entirely confidential and that the anonymity of all parties involved will be preserved entirely. The Supplier must store and process all data collected via the research in a secure manner, with reference to the Customer Security Reference Document.
- 10.2 The Supplier shall be required to comply with the Customer Security Aspects Letter on award of the contract.

11. INTELLECTUAL PROPERTY RIGHTS (IPR)

- 11.1 All intellectual property rights in any materials provided by the Customer to the Supplier for the purposes of this Agreement shall remain the property of the Customer but the Customer hereby grants the Supplier a royalty free, non-

exclusive, non-sub-licensable and non-transferable licence to use such materials as required until termination or expiry of the Agreement for the sole purpose of enabling the Supplier to perform its obligations under the Agreement.

- 11.2 In the event that the Supplier uses any third party copyright or other intellectual property in its performance of its obligations under the Agreement, it hereby represents, undertakes and warrants to the Customer that it shall possess and maintain all necessary licences, authorisations and consents for the Supplier and the Customer to use (with a right to sub license) such copyright or intellectual property for the purposes of this Agreement.
- 11.3 All intellectual property rights in any materials created or developed by the Supplier pursuant to this Agreement or arising as a result of the provision of the Services shall vest in the Customer and the Supplier hereby assigns by way of current assignment of future rights with full title guarantee free from any restrictions or third party right, all such Intellectual Property Rights to the Customer and undertakes to procure that any third party engaged by the Supplier to produce materials pursuant to this Agreement shall assign such Intellectual Property Rights to the Customer.
- 11.4 The Supplier shall indemnify, and keep indemnified, the Customer in full against all costs, expenses, damages and losses (whether direct or indirect), including any interest, penalties, and reasonable legal and other professional fees awarded against or incurred or paid by the Customer as a result of or in connection with any claim made against the Customer for actual or alleged infringement of a third party's intellectual property arising out of, or in connection with, the supply or use of the Services, to the extent that the claim is attributable to the acts or omission of the Supplier or any Staff, agents or subcontractors (including students).
- 11.5 The Supplier shall obtain waivers of all moral rights in any materials created or developed by the Supplier pursuant to this Agreement or arising as a result of the provision of the Services to which any individual is now or may be at any future time entitled.
- 11.6 The Supplier shall not furnish the name, trademark or proprietary indicia of the College of Policing, use as a reference, or utilise the name, trademark or proprietary indicia of the College of Policing, in any customer list, advertising, announcement, press release or promotional materials, including testimonials, quotations, case studies, and other endorsements. No exceptions are granted without the prior written consent of the College of Policing. Such consent to be granted or withheld is the sole and absolute discretion of the College of Policing.
- 11.7 For the avoidance of doubt, this Clause 11 shall survive the expiry or earlier termination of this Agreement.

12. PAYMENT

- 12.1 Payment can only be made following satisfactory delivery of pre-agreed certified products and deliverables.

- 12.2 Before payment can be considered, each invoice must include a detailed elemental breakdown of work completed and the associated costs.
- 12.3 Acceptance procedure for deliverables – the Customer will review and sign off each milestone deliverable as set out in the table in section 8.
- 12.4 Electronic invoices are to be sent to REDACTED INFORMATION.

13. CONTRACT MANAGEMENT

- 13.1 An initial meeting between the Customer and Supplier will take place at the Customer's offices in London within one week of contract commencement.
- 13.2 The Supplier must keep in regular contact via email and telephone, providing progress updates on at least a fortnightly basis (or more frequently when the project requires).
- 13.3 Fortnightly updates should include a brief summary of: actions completed since the last update, numbers of interviews initiated / completed (broken down by project and type of stakeholder) and any other business relevant to the timely completion of the contract. The email update upon reaching milestone 2 (fieldwork completion) should provide a brief overview of all the data collection achieved across each project.
- 13.4 Attendance at Contract Review meetings shall be at the Supplier's own expense.

14. LOCATION

- 14.1 The Services will be carried out primarily at the Supplier's own offices, but fieldwork and meetings will require travel to police stations throughout England and Wales. The contract will be project managed from The College of Policing office at REDACTED INFORMATION, requiring regular meetings throughout. To be determined by the Customer at Call for Competition stage

ANNEX B

Supplier Proposal

REDACTED INFORMATION