

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

### Part 1: Letter of Appointment

Dear Sirs

#### 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 16/02/2018.

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

Order Number:	CCSN18A02
From:	The Home Office ("Customer")
To:	Natcen Ltd ("Supplier")

Effective Date:	6 <sup>th</sup> June 2018
Expiry Date:	End date of Initial Period – 5 <sup>th</sup> June 2019 End date of Maximum Extension Period 5 <sup>th</sup> June 2020

Services required:	Set out in Section 2, Part B (Specification) of the DPS Agreement and refined by the Customer's Project Specification attached at Annex A <b>REDACTED</b> The process is set out in section 3 of Annex A to this document, shall be utilised to call off work as it is required.
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Key Individuals:	<b>REDACTED</b>
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Guarantor(s)	N/A
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Contract Charges (including any applicable discount(s), but excluding VAT):	<p>The total Contract value shall not exceed £2,000,000.00 (excluding VAT) including all extension options. As this is a Call Off Contract, the Customer cannot guarantee levels of spend throughout the Contract period.</p> <p>The process set out in section 3 of Annex A to this document, shall be utilised to call off work as it is required.</p> <p style="text-align: center;"><b>REDACTED</b></p>
Insurance Requirements	No additional insurance requirements beyond those held within the DPS Agreement.
Customer billing address for invoicing:	<b>REDACTED</b>

Alternative and/or additional provisions (including Schedule 6 (Additional clauses)):	N/A
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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**

**REDACTED**

## Annex A – Customer’s Project Specification

### 1. DEFINITIONS

Expression or Acronym	Definition
HO	means the Home Office
EAU	means the Home Office’s Extremism Analysis Unit
CEU	means the Home Office’s Counter Extremism Unit
CES	means the Counter-Extremism Strategy

### 2. SCOPE OF REQUIREMENT

2.1 The intention of the Contract is to provide a flexible and timely call-off function for the provision of additional evaluation and social research expertise as required by the Customer, CEU, EAU and the CEU Evaluation Team. This will involve working alongside the CEU Evaluation Team and the EAU to support policy and delivery teams with the activities outlined at 3.2. Other requirements will include, but are not limited to;

2.1.1 Undertaking evaluation feasibility or scoping studies;

2.1.2 Providing independent peer review or specific methodological advice on aspects of evaluation design, delivery or analysis;

2.1.3 Identifying monitoring and evaluation design options including: the methods and scope of work, the potential to meet policy needs, the robustness of evidence that can be collected, project size, costs, timescales, key dependencies and risks;

2.1.4 Producing succinct, accessible and clearly articulated methodological guidance to support the planning and delivery of monitoring and evaluation activities;

2.1.5 Delivery of a range of specific evaluation and research projects or activities;

2.1.6 Undertaking or supporting collection and/or analysis of quantitative or qualitative data linked to these activities. This might include a range of data analytics, including social media analysis;

2.1.7 Support with monitoring and evaluation training and capability building; And

2.1.8 Economic analysis and evaluation to support the delivery of the CES.

2.2 Whilst evidence reviews will only be a sub-set of the work that may be commissioned as a part of the Contract, where they are undertaken the scope and scale will be clearly specified. The evidence reviews may range from smaller scoping reviews to larger systematic reviews based on the broad typology below:

2.2.1 Scoping reviews

2.2.1.1 Used to determine the range of studies available on a topic. These reviews would be rapid (approximately four weeks), achieved by one or more of the following:

- (a) Constraining the focus;
- (b) Limiting the search sources (e.g. to a small number of bibliographic databases);
- (c) Using only electronic sources; and/or
- (d) Mapping the literature: providing only simple descriptions with limited analysis.

## 2.2.2 Narrative literature reviews

2.2.2.1 An overview or summary of the main pieces of evidence available on a particular topic. These reviews would again typically be rapid (around four weeks) and include:

- (a) Conclusions on where there are cases of conflicting findings or inconsistencies in the evidence;
- (b) An assessment of the quality, and therefore the weight that can be given to individual findings; and
- (c) Any gaps in knowledge or evidence around the topic.

## 2.2.3 Rapid evidence assessments

2.2.3.1 These assessments are similar to systematic reviews in approach; however as they are conducted within a significantly shorter timetable (typically around eight weeks), they:

- (a) aim to be rigorous and explicit in method, and thus systematic; but
- (b) make concessions to the breadth or depth of the process by limiting particular aspects of the systematic review process.

## 2.2.4 Systematic reviews

2.2.4.1 These provide a complete, unbiased picture of the available evidence. These will typically take several months to complete and will be achieved by:

- (a) conducting a systematic, exhaustive and rigorous search of all the existing evidence available on a topic (including unpublished 'grey' literature);
- (b) as part of the search process, meticulously identifying and examining all relevant sources, including journals, textbooks, conference proceedings as well as electronic searches of the internet and various databases; and
- (c) Applying a structured approach and consistent and detailed criteria for appraising the quality of each piece of evidence included.

### **3. THE REQUIREMENT**

3.1 Individual requirements will be commissioned via a statement of works. The specific approach for any projects undertaken as part of the Contract will be scoped in advance by the Supplier in consultation with the Customer and the CEU Evaluation Team, and agreed by both parties prior to commencement. The process will be as follows:

3.1.1 Requests will be coordinated by the Customer's Contract Manager, whose details shall be providing to the Supplier upon appointment.

3.1.2 Each request will take the form of a statement of works. This will outline details of each requirement and, where necessary, may be accompanied by a discussion with the relevant CEU or EAU colleagues, the Customer Contract Manager and the Supplier.

3.1.3 After receiving the statement of works the Supplier will have one week to assess the task and submit a brief costed proposal. These should include:

3.1.3.1 A clear articulation of the context, aims and objectives of the work and the research questions to be answered.

3.1.3.2 Number of days/hours required by staff of each grade to complete the task.

3.1.3.3 Delivery timetable including key milestones.

3.1.3.4 Expertise required, the full details of any subject-matter experts to be consulted or drawn into the project team, and the amount of their time to be used on the project.

3.1.3.5 Name(s) and up-to-date CVs of staff working on the task if these are different to those already provided at tender stage

3.1.3.6 A full, itemised costing of the task(s).

3.1.3.7 The planned output(s) including the expected length, structure and format of any reports.

3.1.3.8 Appropriate engagement with any research ethics considerations.

3.1.3.9 Proposed processes for quality assurance of any outputs.

3.1.3.10 A review of any anticipated risks and their mitigations.

3.1.4 In the case of evidence reviews the proposal should always include a clear articulation of the research questions to be answered and the scope of the evidence search. As a minimum this will include:

3.1.4.1 The approximate number of papers/reports/pieces of evidence to be reviewed in full and/or summarily.

3.1.4.2 The quality of the literature to be included in the search i.e. searches limited to peer reviewed material only.

3.1.4.3 Inclusion/exclusion criteria (e.g. country, date, language etc.).

3.1.4.4 Searching strategy, including initial search terms.

3.1.5 The proposal may then be further refined in conversation with the appropriate Evaluation and policy/programme, EAU or Commission leads.

3.1.6 If and when accepted, the proposal will then form the basis of a firm maximum price project subject to the overriding Contract.

3.2 The Supplier will provide regular verbal and written updates at agreed intervals, to share draft outputs during each project and provide formal deliverables to agreed outcomes.

3.2.1 The Customer would anticipate written updates provided in an email format and verbal updates to be delivered over the phone. These updates are typically provided once a week but intervals may vary by project.

3.3 Outputs and deliverables will be defined as part of the proposal stage for each project. The Customer will have ownership of any results and intellectual property associated with the outputs from the support contract.

3.4 It is anticipated that there will be regular monthly planning meetings by telephone between the Supplier and the Customer's contract manager to discuss forthcoming work and prioritise where necessary.

#### **4. KEY MILESTONES**

4.1 The Supplier should be aware that a demonstrable ability to deliver at pace is required. Whilst the Customer is unable to provide specific milestones, it is expected that the Supplier is able to deliver at the following pace when work is commissioned:

<b>Milestone</b>	<b>Description</b>	<b>Timeframe</b>
1	Provide a response to a Customer Statement of Works.	Within 5 days of receipt of commission.
2	Begin work on new commissions.	Within 2 days of approval of commission response.
3	Provide completed reports.	Within timescales agreed during commissions.

4	Provide Quarterly Summary of work completed.	Every 3 months (once per financial year quarter).
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## 5. REPORTING

5.1 The nature and timelines of reports to be produced in each project will be agreed at the outset of each individual project. In addition to this a number of regular reports will be required, as detailed below.

5.1.1 The Supplier will provide quarterly reporting to the Customer 10 working days prior to a quarterly meeting to discuss their adherence to the performance measures in section 13;

5.1.1.1 The Supplier shall note that these meetings will take place each quarter of the financial year.

5.1.2 The Supplier will provide detailed analysis and MI reporting on progress to date and forecasts for future delivery by the 10<sup>th</sup> working day of each month, or within one working day on request by the Customer. These reports will normally be in either MS Excel or Word formats;

5.1.3 The Supplier will provide the Customer with an update on Contract spend to date on the 3<sup>rd</sup> working day of each month or within one day on request by the Customer. Reports should be provided via email in a MS Excel format;

5.1.4 The Supplier will provide MI in a format required by the Customer within 5 working days of request which might include, but not be limited to, details on applications received, recommendations made, financial commitments, forecasts for demand, risk and mitigations, summary of interventions including their nature and due diligence undertaken and maintained on recipients.

## 6. VOLUMES

6.1 The Customer expects to commission between 8 and 12 pieces of work per annum, although no guarantees can be made with regards to a minimum number of commissions per year. Commissions must be delivered within each financial year, unless previously agreed with the Customer.

6.2 Volumes are indicative only and do not represent a guaranteed level of expenditure. The Customer reserves the right not to spend the whole or any of the budget in each year of the Contract.

## 7. CONTINUOUS IMPROVEMENT

7.1 The Supplier will be expected to continually improve the way in which the required Services are to be delivered throughout the Contract duration.

7.2 The Supplier should present new ways of working to the Customer during monthly planning meetings.

7.3 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.

## **8. PRICE**

### **8.1 REDACTED**

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

- 9.1 The Customer requires the Supplier to provide a sufficient level of resource throughout the duration of the Contract in order to consistently deliver a quality service to all Parties.
- 9.2 The Supplier's staff assigned to the Contract shall have the relevant qualifications and experience to deliver the Contract. A summary of the skills likely to be required is included in section 14 of this document.
- 9.3 The Supplier shall 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.
- 9.4 All correspondence related to the core Contract will come through the Contract Manager who will coordinate any resulting actions or comments from the Customer. The Contract Manager will expect to be kept informed by the Supplier from the outset of the Contract, with regular updates which set out the progress made; problems encountered, and proposed solutions. The timing, frequency and format of these updates will be agreed with the Supplier. The level of involvement the Contract Manager will have with individual pieces of work will be agreed on a case-by-case basis.

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

- 10.1 The Customer requires a dedicated account management structure including a single point of contact for day-to-day enquiries, with a nominated deputy to act in their absence.
- 10.2 All outputs must be clearly written, and written in such a way that it makes them easily accessible to a non-technical audience. All technical jargon and terminology must be fully explained and plain English used throughout the reports. All of the analysis is policy facing, and all reports should have this in mind and wherever possible draw out the key policy findings or implications from the work undertaken.
- 10.3 Circulated drafts and final versions of all outputs should be thoroughly proof-read prior to submission. There is a need to build sufficient time (minimum 2 weeks) into timetables for the Customer to comment on any draft and final outputs.
- 10.4 The Customer will measure the quality of the Supplier's delivery by:

KPI/SLA	Service Area	KPI/SLA description	Target
1	Management Information	Provision of detailed analysis and MI reporting on progress to date and forecasts for future delivery by the 10th working day of each month, or on demand by the Customer;	100%

2	Management Information	Provision of MI in a format required by the Customer within 5 working days of demand;	100%
3	Account Management	Response to email/telephone within 24 hours;	100%
4	Account Management	Response to complaints or escalation within 24 hours;	100%
5	Account Management	Agreed pricing prior to commencement of any subsequent work required under the Contract.	100%

- 10.5 Due to the nature of this requirement, project specific SLA's will be agreed between the Customer and Supplier at the outset of any individual piece of work.
- 10.6 Where the Customer identifies poor performance against the KPIs 1 - 4, the Supplier shall be required to attend a performance review meeting. The performance review meeting shall be at an agreed time no later than 5 working days from the date of notification at the Customer's premises.
- 10.7 The Supplier shall be required to provide a full incident report which describes the issues and identifies the causes. The Supplier will also be required to prepare a full and robust 'Service Improvement Action Plan' which sets out its proposals to remedy the service failure. The Service Improvement Plan shall be subject to amendment following the performance review meeting and agreed by both parties prior to implementation.
- 10.8 The Customer agrees to work with the Supplier to resolve service failure issues. However, it will remain the Supplier's sole responsibility to resolve any service failure issues.
- 10.9 Where the Supplier fails to provide a Service Improvement Plan or fails to deliver the agreed Service Improvement Plan to the required standard, the Customer reserves the right to seek early termination of the Contract in accordance with the procedures set out in Annex C - Terms and Conditions.
- 10.10 The Supplier is responsible for the performance of the Contract by any sub-contractors or other agents working on behalf of the Supplier. The Supplier is to deal with any issues relating to any sub-contractors or other agents working on behalf of the Supplier. This however does not exclude sub-contractors or other agents working on behalf of the Supplier from attending any Contract Monitoring meeting or contributing to any report where it is appropriate.
- 10.11 If any sub-contractors or other agents working on behalf of the Supplier are found unsuitable, for whatever reason, the Supplier shall engage with all parties to broker a solution.
- 10.12 If the Customer decides to terminate the Contract early due to poor performance then the Customer will require the Supplier to conduct a handover with the Customer in order for the project to be passed on to the new supplier. The Supplier must also

provide the Customer with all survey results to date and the Supplier will be required to dispense with all survey results held on their internal systems.

## **11. SECURITY REQUIREMENTS**

- 11.1 The Supplier should be aware that they may be required to have available a selection of SC cleared staff to work on more sensitive areas of work. The Customer will be able to advise on the process for gaining such clearance should this be required.
- 11.2 The Customer reserves the right to conduct ad-hoc audits of those staff involved in projects to ensure an appropriate level of clearance

## **12. INTELLECTUAL PROPERTY RIGHTS (IPR)**

- 12.1 All intellectual property rights will lie solely with the Customer unless otherwise agreed in advance.

## **13. PAYMENT**

- 13.1 Payments will only be made following the satisfactory delivery of pre-agreed products, deliverables or milestones linked to specific projects.
- 13.2 Details of the address or email inbox for all invoices related to this Contract shall be made aware to the Supplier by the Contract Manager, following appointment.

## **14. ADDITIONAL INFORMATION**

- 14.1 The Supplier will be expected to be flexible in their approach, be responsive to emerging priorities, and be able to apply their expertise in evaluation theory and practice in a fast-moving organisational/strategic environment to deliver short term tangible benefits to the evaluation strategy work programme and the EAU.
- 14.2 The Supplier shall ensure its Staff possess a range of relevant methodological expertise, experience and capacity. Alongside this, the Supplier shall clearly demonstrate a willingness, capacity and ability to engage with relevant subject matter experts and to build successful partnerships for the delivery of research and evaluation activities.
- 14.3 The Supplier shall ensure a familiarity with the Magenta and Green books and demonstrate expertise and ability in the following areas:
  - 14.3.1 A wide-ranging understanding and experience of evaluation theory and design.
  - 14.3.2 The ability to identify and use appropriate methods when fulfilling specifications. This includes a full and wide range of qualitative, quantitative social research, analysis and evaluation methods.
  - 14.3.3 The development of counterfactuals and the estimation of outcomes and impacts.
  - 14.3.4 The development of logic maps and theories of change.
  - 14.3.5 Undertaking research on potentially contentious or challenging topics, including among harder to reach groups.

- 14.3.6 Different forms of economic analysis.
  - 14.3.7 Capacity for undertaking social media analysis.
  - 14.3.8 Ability to produce data visualisation and geographic information system (GIS) mapping to a high standard.
  - 14.3.9 Robust, timely and policy relevant reviews and syntheses of evidence.
  - 14.3.10 Building partnerships with academics and others in the delivery of research and evaluation activities.
  - 14.3.11 The production of cogent and creative written communication, including explanation of technical concepts or complex trends to a lay audience in an engaging and relevant manner, and production of guidance.
  - 14.3.12 Understanding of organisational programme and project evaluation strategy development and evaluation governance.
  - 14.3.13 The ability to respond flexibly and to deliver in a timely manner to sometimes challenging deadlines.
- 14.4 The Home Secretary has made it clear that the Customer will not support any individuals or organisations who publically oppose fundamental shared values, including democracy, the rule of law, individual liberty and mutual respect and tolerance of different faiths and beliefs. The Customer therefore reserves the right to conduct due diligence which examines the public statements and behaviours of the Supplier or suggested collaborators to ensure that they have not publically opposed these fundamental values.

## **15. LOCATION**

### **15.1 REDACTED**

- 15.2 The Customer anticipates the majority of the work will be conducted at the Supplier's own premises.

## **Annex B – Supplier's Proposal**

### **1. REDACTED**