

LETTER OF APPOINTMENT AND CONTRACT TERMS

Part 1: Letter of Appointment

Working Families

REDACTED

Dear Kirstie,

Contract Reference: CCSN19A22

Letter of Appointment – Provision of Independent Evaluation of the Return to Investigative Practice (RTIP) Returners Programme

This letter of Appointment dated 08/08/2019, 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 provided post award
From:	College of Policing Limited (Customer) a company registered in England and Wales REDACTED
To:	Working Families (Supplier) REDACTED

Effective Date:	The contract will commence after Award of Contract on the 13 th August 2019
Expiry Date:	End date of Initial period is 30 th September 2020 There is no option to extend

Services required:	Set out in Section 2, Part B (Specification) of the Research Marketplace Agreement and refined by: <ul style="list-style-type: none">· the Customer's Project Specification attached at Annex A and the Supplier's Proposal attached at Annex B;
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Key Individuals:	(Supplier)
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	<p>REDACTED</p> <p>Contact Number - REDACTED</p> <p>(Customer)</p> <p>REDACTED for the College of Policing Ltd</p> <p>REDACTED for the College of policing Ltd</p> <p>REDACTED – The College of Policing Ltd</p>
Guarantor(s)	N/A

<p>Contract Charges (including any applicable discount(s), but excluding VAT):</p>	<p>Annex 1 - Contract Charges - Contract Terms.</p> <p>1. For the avoidance of doubt, the total contract value shall not exceed £49,000.00 (excluding VAT) and will be paid on completion of the following deliverables as detailed in the table within Annex 1.</p> <p>2. The Provider shall add VAT to the Contract Price at the prevailing rate as applicable and the Customer shall pay the VAT to the Provider following its receipt of a valid VAT invoice.</p> <p>3. Invoices to be submitted in line with milestone payments to be agreed with the Customer.</p> <p>4. Before payment can be considered, each invoice must include a detailed elemental breakdown of work completed and the associated costs.</p>
Insurance Requirements	(Clause 19.1 of the Contract Terms):
Liability Requirements	Suppliers limitation of Liability (Clause of the Contract Terms);
Customer billing address for invoicing:	Invoices should be forwarded to the address on the Purchase order and e-mailed to REDACTED

<p>Alternative and/or additional provisions (including Schedule 8(Additional clauses)):</p>	<p>The Intellectual Property Rights clauses at Annex A – Section 17 will take precedence over those set out within Attachment 5 – T&Cs.</p> <p>Schedule 7 – processing, personal data and data subjects details as the customer’s specific GDPR requirements.</p> <p>Schedule 8 – Additional Clauses, includes the Customers specific security requirements.</p>
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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:

REDACTE

REDACTED

Signature: REDACTED

Signature: REDACTED

Date: 30/8/2019

Date: 28/8/2019

ANNEX A

Customer Project Specification

1. PURPOSE

- 1.1 The College is looking to appoint a single Supplier to conduct the research and evaluation of the programmes and identify best practice to inform the wider re- entry agenda for the police service going forward.
- 1.2 The Supplier will be required to analyse and interpret the information gained from their research and present the findings together with their conclusions and recommendations in a written evaluation report. The College wishes to engage an independent Supplier to evaluate the Return to Investigative Practice (RTIP) returners programme being developed by the College in conjunction with the Government Equalities Office. The evaluation will identify whether the programme was effective and provide an evidence base for knowledge sharing across the police forces in England and Wales.
- 1.3 The successful Supplier will also be required to use their findings to inform the development of a Toolkit for police forces to use in the development of their own return to work programmes.
- 1.4 The deadline for the submission of the evaluation report is 31st March 2020.
- 1.5 The deadline for the development of the toolkit is 30th September 2020.

2. BACKGROUND TO THE CONTRACTING AUTHORITY

- 2.1 The College was established in 2012 as the professional body for everyone who works for the police service in England and Wales. Further information can be found on the College's website: <http://www.college.police.uk/Pages/Home.aspx>
- 2.2 The College has five core objectives:
 - Set standards of professional practice
 - Identify, develop and promote good practice based on evidence
 - Support the professional development of those working in policing
 - Support police forces and other organisations to work together to protect the public and prevent crime
 - Identify, develop and promote ethics, values and standards of integrity
- 2.3 The College's aim is to improve policing and to work with academics and others to build the evidence base in policing to identify evidence of 'what works'. The College aims to work collaboratively not just within policing but also with the other law enforcement agencies, academia, public sector Suppliers and with private and third sectors.

3. BACKGROUND TO REQUIREMENT/OVERVIEW OF REQUIREMENT

- 3.1** The College (Customer) has been awarded funding by the Government Equalities Office (GEO) to develop a proof-of-concept return to work programme aimed at identifying and attracting those that have left investigative or detective roles in policing for care giving reasons to return to the service.
- 3.2** The GEO funding is specifically targeted at those that have left employment for care giving reasons but it is acknowledged that project activity may attract interest from individuals that left the service for other reasons, who might also be considering rejoining the service.
- 3.3** For the purpose of this programme, a returner is someone coming back in to policing having previously resigned or retired. This therefore does not include transferees, secondees or those on career break.
- 3.4** The development of a returners programme supports the findings of the College's Leadership Review and Her Majesty's Inspectorate of Constabulary (HMIC) National Overview report. The Leadership Review provided recommendations for delivering leadership at all levels of policing. Recommendation four of the review referred to the provision of a structure of entry, exit and re-entry points to allow career flexibility. Specifically, the recommendation proposed amendments to existing Police Regulations to remove restrictions on the rank at which officers are able to re- enter the service and the permitted length of absence. These changes have now been enacted and allow officers to return to the service irrespective of the length of their absence and at a rank higher or lower than the one held when they left.
- 3.5** The HMIC report identified a shortage of accredited investigators, which they considered, represented a national crisis.
- 3.6** Forces are adopting interventions and initiatives to combat investigative shortfalls. Many of these draw on finite resources such as retired detectives and transferees from other forces. Many forces are also looking at new pathways for investigators and detectives. These require an investment of both time and resources.
- 3.7** Public Sector return to work programmes are a new policy area with various different schemes operating across a range of sectors. The GEO and the College wish to ensure that the pilot scheme being trialed is comprehensively reviewed and evaluated to identify strategies and support structures that help forces attract, support, develop and retain returners to work.
- 3.8** The College is working with nine Supplier forces and the Government Equalities Office (GEO) on a sixteen-month proof- of- concept return to policing programme. The Programme being trialed aims to:
- 3.8.1** Support the return to work of up to 50 investigators and, or detectives to investigative roles within participating forces
 - 3.8.2** Provide an evidence base for how to support those returning to work following a period of absence from the workplace

- 3.8.3 Provide guidance to participating forces as to the best way to support, train and develop those re- entering the service
 - 3.8.4 Provide a comprehensive marketing and attraction strategy targeting those that have left the service for care giving reasons
 - 3.8.5 Respond to learning identified during the course of the project through a rolling programme of evaluation
 - 3.8.6 Provide a roadmap of attraction, support and training for the Service to adopt when looking at re- entry across the police service.
 - 3.8.7 The project's research and evaluation strategy has been developed based on the target of 50 returners. This level is consistent with the number of vacancies planned or projected across the participating forces but the precise number of returners is not known at this time.
- 3.9** The College working with key stakeholders and participating forces has:
- 3.9.1 Developed an initial strategy to identify those that have left the service due to caregiving responsibilities
 - 3.9.2 Commissioned an evidence and best practice review to inform the pilot returners programme
 - 3.9.3 Developed an initial marketing and attraction strategy to attract suitable re-entrants
 - 3.9.4 Designed an initial recruitment strategy
- 3.10** The College will provide central support and guidance in respect of the above but there will be inter- force differences in the marketing and recruitment strategies employed by forces due to differences in the number and nature of vacancies available within each force and how the forces integrate the programme within their overall recruitment and training processes.
- 3.10.1 The college working with key stakeholders and participating forces will:
 - 3.10.2 Design a programme of support and training for those re-entering the service
 - 3.10.3 Agree and oversee a rolling evaluation and research strategy for the project
 - 3.10.4 Share best practice to inform the wider re-entry agenda for the police service going forward.
- 3.11** The College wants to understand the effectiveness of this programme in terms of attracting investigators back into practice and the experiences of those involved in its implementation including: returners, line managers, forces and those who chose not to pursue their initial interest in the programme.

4. DEFINITIONS

Expression or Acronym	Definition
CoP, The College, The Customer	Means The College of Policing Ltd. The Authority asking for this item of work to be completed.
GEO	Means the Government Equalities Office
HMIC	Means Her Majesty's Inspectorate of Constabulary (now Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS))
KPIs	Key Performance Indicators
Returner	Someone coming back in to policing having previously resigned or retired. This therefore does not include transferees, secondees or those on career break.
SLAs	Service Level Agreements
SPoC	Single Point of Contact
VAT	Value Added Tax

5. SCOPE OF REQUIREMENT

- 5.1 The supplier will be required to use a variety of research techniques to gain an understanding of the experiences of officers, staff and forces involved in the pilot project and to report their findings in a written evaluation report.
- 5.2 The Supplier will also be required to use their findings to support the development of a toolkit for police forces to use in the design and execution of their own return to work programmes. The scheduled contract end date is 30th September 2020.
- 5.3 Please see Key Deliverables and Milestones in Section 7:

6. THE REQUIREMENT

- 6.1 The College is looking to appoint a single Supplier to conduct the research and evaluation of the programmes and identify best practice to inform the wider re- entry agenda for the police service going forward.
- 6.2 The Supplier will be required to use a variety of research techniques to explore these aspects.
- 6.3 The Supplier will be required to analyse, interpret the information gained from their research and present the findings together with their conclusions and recommendations in a written evaluation report.

- 6.4** The Supplier will be expected to use a mix of telephone interviews; short surveys and case studies to provide an overall picture of the programme to support its evaluation. This methodology has been proposed to enable in depth personal experiences to be explored together with quantitative data.
- 6.5** The contracted Supplier will be responsible for monitoring the project's development against the proposed evaluation strategy.
- 6.6** Should it become apparent that it will be impossible to fulfil any element of the evaluation, or that the proposed methodology will not produce the data or insight envisaged the contracted Supplier would work with the College to identify alternate evaluation means to maintain the project's integrity within the total costings provided at tender stage.

Research Methodology

6.7 Telephone interviews (Returners Stage 1)

6.7.1 These interviews will involve a proportion of those that have returned to the service through an opportunity advertised as part of this project (aim 20% of target cohort - 10 interviews). These interviews will take place within 3 months of the returners' appointment and are intended to secure an understanding of the interviewees' attraction to the programme and their early experiences.

6.7.2 Interview questions may include but not be limited to gathering information on:

- Previous role
- Reason for leaving policing
- Reason for returning to policing
- Experience whilst outside of policing
- Fears and expectations of returning
- The returning process
- Recommendations for supporting returners and recruiting forces.

6.8 Telephone interviews (non- returners)

6.8.1 These interviews will involve a small number (suggested target 10) of individuals who were identified as potential candidates for the pilot project but chose not to return to service. These interviews are intended to gain an understanding of the underlying reasons for this decision

6.8.2 Interview questions will include but not be limited to gathering information on:

- Previous role
- Reason for leaving policing

- Reason for choosing not to return to policing
- Experience whilst outside of policing
- Barriers to returning
- Recommendations for attracting returners.

6.9 Telephone interviews (Returners Stage 2)

6.9.1 These interviews will involve a proportion of those that have returned to the service through an opportunity advertised as part of this project (aim 20% of target cohort - 10 interviews) and will take place at least 3 months post appointment. These interviews are intended to explore the longer-term experiences of those returning to investigative practices and will build on the initial set of interviews described in 6.7.1.

6.9.2 The format to be used during the interviews for each element should be developed by the Supplier in discussion with the College, and where possible, be informed by theory, previous empirical research and learning identified within the pilot from preceding and connected stages of research.

6.10 Setting up the interviews

6.10.1 The College will work with the forces participating in the pilot scheme to identify the interviewees. It will invite them to participate in the research. The Supplier will be responsible for arranging the interviews and securing the participants informed consent in a format agreed with the College.

6.11 Recording and transcribing

6.11.1 The interviews will be recorded (subject to the interviewee giving their written informed consent, which will be one of the College's responsibilities) for reliability and to support their analysis. Transcription of the interviews is not required.

6.12 Analysis of the interviews

6.12.1 The Supplier will conduct the analysis of the interviews. Prior to commencement of the analysis of the interview results, the supplier should share their intended analytical approach with the College for approval.

6.13 Reporting of findings

6.13.1 The Supplier is required to present the key findings from the interviews at a meeting with the Customer and within the evaluation report.

6.14 Case Studies

6.15 The Supplier will be required to provide an intensive, systematic investigation of a small number of re-joiners through this project by means of case studies (suggested target 3). The contracted Supplier will examine perception evidence relating to participants return to the police service. These case studies will provide a more holistic understanding of a returner's journey through discussions with the returner, their line manager and the point of contact within force. These case studies will investigate the following:

- Reasons for leaving the police service
- Experiences since leaving policing
- Motivation to re-join policing
- Fear and expectations of re-joining the police service
- Experience of re-joining the police service
- Support provided
- Looking to the future

6.16 Identifying the subjects for case studies

6.16.1 The College will work with the forces participating in the pilot scheme together with the Supplier to identify the subjects for the case studies. It will invite them to participate in the research. The Supplier will be responsible for arranging the interviews and securing the participants informed consent in a format agreed with the College.

6.17 Recording and transcribing

6.17.1 The associated interviews will be recorded (subject to the interviewee giving their written consent, which will be one of the College's responsibilities) for reliability and to support their analysis. Transcription of the interviews is not required.

6.18 Analysis of the case studies

6.18.1 The Supplier will conduct the analysis of the case studies. Prior to commencement of the analysis of the case studies, the supplier should share their intended analytical approach with the College for approval.

6.19 Reporting of findings

6.19.1 The Supplier is required to present the key findings from the case studies interviews at a meeting with the Customer and within the evaluation report.

6.20 Survey (Returners Stage 1)

6.20.1 A survey will be used to gather information from those re-joining the service through this project. This survey will assess the thoughts, opinions, and feelings of returners and their expectations of re-joining the service.

6.20.2 The survey will be conducted on appointment to post. The contracted Supplier will work with the College of Policing to agree the structure and content of the survey and will likely focus on the following:

- Reasons for leaving the police service
- Experiences since leaving policing
- Motivation to re-join policing
- Fears and expectations of re-joining the police service
- Expectations support and development

6.21 Survey (Non-returners)

6.21.1 A survey will be used to gather information from those who expressed an interest in returning to policing via the pilot project but chose not apply for a position advertised. These surveys will assess the thoughts, opinions, and feelings of those that did not re-join the service to gain an understanding of their decision and will seek to quantify the findings identified from the telephone interviews conducted as described in 6.8.1

6.21.2 The survey will focus on the barriers to re-joining and interventions that might breakdown such barriers. The contracted Supplier will work with the College of Policing to agree the structure and content of the survey and will likely focus on the following:

- Reasons for leaving the police service
- Experiences since leaving policing
- Reason for not considering re-joining the service
- Perceived barriers to re-joining
- Ways to make re-entry to the service more attractive.

6.22 Survey (Returners Stage 2)

6.22.1 A survey will be used to gather the longer-term experiences of those returning to investigative practices and will build on the initial survey of returners described in 6.3.5.

6.22.2 The survey will be conducted in the 3 months leading up to project conclusion.

6.22.3 The survey will focus on the practical and personal experience of the returner. The contracted Supplier will work with the College of Policing to agree the structure and content of the survey and will likely focus on the following:

6.23 Survey (Line managers)

6.23.1 The returners' line managers will also be surveyed to assess the thoughts and opinions on the re-joining process as a viable method of recruiting to the service. The survey will be conducted in the 3 months leading up to project conclusion. The timing of this survey will be tailored to the individual participating forces to take into account inter- force differences in launch and recruitment dates.

6.23.2 The survey will focus on the practical and managerial experience of managing a returner to the service. The contracted Supplier will work with the College of Policing to agree the structure and content of the survey and will likely focus on the following:

- The operational competence of those re-joining the service
- The practical challenges of tutoring and training a re-joining Candidate.

- The perceived benefits of recruiting returners
- The ease at which flexible working could be accommodated
- The viability of a re-joining programme as a mechanism to recruit into hard-to-fill vacancies.

6.24 Survey (All force SpoCs)

6.24.1 The single point of contact for each participating force will be surveyed to assess the thoughts and opinions on the re-joining process as a viable method of recruiting to the service. The survey will be conducted in the 3 months leading up to project conclusion. The timing of this survey will be tailored to the individual participating forces to take into account inter- force differences in launch and recruitment dates.

6.24.2 The survey will focus on the return on investment as a result of participation in the project. The contracted Supplier will work with the College of Policing to agree the structure and content of the survey and will likely focus on the following:

- The time and cost associated with recruitment
- The time and cost associated with training and development
- Reflections of trainers on training provided
- Rate of attrition within force
- Perceived benefits and disadvantages of the returner agenda
- Perceived viability of returner programmes as a recruitment pathway for hard-to-fill vacancies.

6.25 Analysis of the surveys

6.25.1 The analysis of the surveys will be conducted by the Supplier. Prior to commencement of the analysis of the surveys, the Supplier should share their intended analytical approach with the College for approval.

6.26 Reporting of findings

6.26.1 The Supplier is required to present the key findings from the surveys at a meeting with the Customer and within the evaluation report.

6.27 Written Evaluation Report

6.27.1 A written report will be the output that the contracted Supplier will deliver. It must aim to be a summary of the findings from the project research with – as far as possible – conclusions and statements based on evidence drawn from this qualitative component.

6.27.2 The Supplier will also be required to present an interim report at a meeting with the College by the 29th November 2019 to enable a review of the research and evaluation strategy based on the numbers of returners.

6.27.3 The written report will follow this broad structure:

- Introduction providing overview of research undertaken
- Explanation of the interview schedule
- Explanation of case study schedule
- Explanation of survey structure and content
- Criteria for selecting interviewees / case studies
- Strengths and limitations of research methods used
- Data analysis explanation
- Interpretation of data
- Discussion
- Conclusions and recommendations

6.27.4 Within the conclusions and recommendations the report should explore learning points drawn from the research in relation to the following questions:

- Do returner programmes offer an effective means of addressing skills gaps in policing?
- What has made returners want to return to policing?
- What are the identified barriers to returners returning to policing?
- How can police forces address these barriers?
- How have the returners overcome barriers themselves?
- What does a successful returner programme look like (e.g. recruitment, support, future planning)? For returners? Forces? Sectors?

- Who are the potential returners joining/applying to return to policing?
- What are the outcomes for returners after the re-entry to the service?
- What are the outcomes for forces after the returners re-enters the service?
- What are the outcomes for policing as a result of the project?
- What difference has the programme made (impact), to returners, forces and policing more widely?
- Did the benefits justify the financial costs of the re-entry project?

6.28 Toolkit

6.28.1 The Supplier will work with the Customer to develop a written toolkit for police forces to use that draws together all of the learning from the project and supporting evidence base.

6.28.2 The written toolkit will:

- Define re-entrant and the parameters for those returning to policing
- Detail the benefits of running a re-entrant programme in policing
- Highlight best practice principles
- Highlight lessons learnt from the project
- Provide practical guidance to forces on design and implementation of returner programmes
- Provide a comprehensive equality impact assessment

6.29 The supplier will work closely with the Customer to ensure that the style, content and formatting of the written summary report and toolkit are appropriate for their respective audiences.

6.30 The successful Supplier must assemble a project team capable of delivering high quality research and evaluation using the methods described. The team needs to be available for the project period to ensure that the timescales shown in section 7 are met.

6.31 Following contract award a set- up meeting will need to be held between the successful Supplier, the College, GEO and representatives of participating forces to support understanding of the project and to build relationships.

- 6.32** Beyond the initial planning meeting the successful Supplier will maintain close contact with the College. The contracted Supplier will be required to provide monthly updates detailing progress in respect of each of the key milestones and deliverables set below. The updates will be provided by email supported by minuted Conference Calls. Physical meetings may be requested by either party where deemed appropriate to support the aims and delivery schedule of this tender.
- 6.33** The Supplier will have access to a College Evidence and Evaluation Officer who will be able to provide advice on quality assurance and problem solving during the life of the evaluation.
- 6.34** The Supplier must maintain a good working relationship with the Evidence and Evaluation Officer taking on board the advice and recommendations provided, ensuring they are considered and implemented within the delivery of the evaluation.
- 6.35** The Supplier will need to liaise with the participating forces SpoCs and will be responsible for maintaining good working relationships with these.
- 6.36** The Supplier is expected to complete all elements of the requirement described below within the timescales outlined in section 7. The Customer will review and sign off each milestone deliverable.
- 6.37** Any modifications needed to the final written report will have to be completed no later than the 31st March 2020.

7. KEY MIELSTONES and DELIVERABLES

- 7.1** The successful Supplier shall be able to commence work immediately upon appointment and will be expected to participate in an initial meeting as described in 6.6. Thereafter the successful Supplier shall progress the work in order to deliver the milestones set out below.
- 7.2** Due to inter- force differences in the advertising and recruitment of returners it is not possible to be precise on dates but the analysis and reporting stage must be completed by February/ March 2020 to support the completion of the Evaluation Report and development of the Toolkit within the timeframe specified and for the milestones and deliverables set out below.

Milestone/Deliverable	Description	Timeframe or Delivery Date
1	Development of research materials to support research and evaluation strategy	4 weeks after contract award
2	Telephone Interviews (Returners Stage 1)	Rolling programme August 2019- February 2020
3	Telephone Interviews (non- returners)	Rolling programme August 2019- February 2020
4	Survey (Returners Stage 1)	Rolling programme August 2019- February 2020
5	Survey (non- returners)	Rolling programme August 2019- February 2020
6	Survey (Returners Stage 2)	Rolling programme August 2019- February 2020
7	Case Studies	Rolling programme August 2019- February 2020
8	Interim update and review of evaluation strategy	29 th November 2019
9	Survey (Line Managers)	Rolling programme August 2019- February 2020
10	Survey (All force SPoCs)	Rolling programme August 2019- February 2020
11	Telephone Interviews (Returners Stage 2)	Rolling programme August 2019- February 2020
12	Evaluation Report	31 st March 2020
13	Toolkit	January 2020- 30 th September 2020

- 7.3** The College shall have the right to require the Supplier to include any reasonable changes or provisions during the Contract Period. A contract variation will be issued outlining any changes.
- 7.4** The successful Supplier shall perform its obligations so as to achieve each milestone by the Milestone date. There will be no flexibility on the final delivery date of the evaluation report as this is aligned to other contractual requirements.

8. MANAGEMENT INFORMATION/REPORTING

- 8.1** A dedicated point of contact will be provided by the College and participating forces.
- 8.2** The Contract will be managed by a named contact. The successful Supplier will be expected to work to the agreed timescales, but should notify the College immediately of any issue that might put delivery at risk. A risk log will need to be maintained and shared with the Programme Manager. The successful Supplier should also provide advice to the College on any issues prompted by the research but which may not be detailed on the scope of work.
- 8.3** The successful Supplier and College will be required to develop and maintain a good working relationship throughout the project, to ensure work is delivered to time and meets accepted academic standards.
- 8.4** The contracted Supplier will be required to provide monthly updates to the Supplier detailing progress in respect of each of the key milestones and deliverables set above. The updates will be provided by email supported by minuted Conference Calls. Physical meetings may be requested by either party where deemed appropriate to support the aims and delivery schedule of this tender.

9. VOLUMES

- 9.1** The target volumes for each aspect of the research are detailed in Section 6: Requirement.
- 9.2** However, the nature of the project means that the precise number of returners is not known at this time. The contracted Supplier will be expected to build this unknown factor into their risk register within their proposal and make suggestions for the impact of lower numbers and alternative approaches for the evaluation to mitigate against this risk.

10. CONTINUOUS IMPROVEMENT

- 10.1** The Supplier will be expected to continually improve the way in which the required Services are to be delivered throughout the Contract duration.
- 10.2** The Supplier should present new ways of working to the Authority during the previously described monthly Contract review meetings.

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

11. SUSTAINABILITY

- 11.1** Not applicable.

12. QUALITY

- 12.1** The successful Supplier's Team completing this work should have experience in the research methods described and demonstrate a background in completing evaluations and producing research.
- 12.2** The successful Supplier Team should have a good knowledge and awareness of return to work programmes.
- 12.3** The successful Supplier Team completing this work should be able to demonstrate experience of writing practitioner focussed reports.
- 12.4** All written deliverables and communication should be provided in plain English and checked for errors ahead of submission. Visualisation of data should be used where appropriate to aid audience understanding. Statistics and figures should be checked.
- 12.5** The College will not act as a quality checker for any outputs. Responsibility for quality assurance and submission of error free outputs belongs to the successful Supplier.
- 12.6** All reports submitted should provide a clear narrative and conclusions that are valid based on the data that has been collected. Information should be conveyed as clearly as possible to support understanding.
- 12.7** Any implications that stem from the research should be practical for police audiences as well as the College, GEO and Home Office audiences. All suggested recommendations should flow logically from the data and its analysis.
- 12.8** The successful Supplier shall provide information relating to how the project will be managed to ensure the evaluation progresses according to the plan with relevant updates as outlined above.

13. PRICE

- 13.1** Contract Charges and Contract Terms can be found within Annex 1.
- 13.2** For the avoidance of doubt, the total contract value shall not exceed £49,000.00 (excluding VAT) and will be paid on completion of the deliverables as detailed in the table within Annex 1.

14. STAFF AND CUSTOMER SERVICE

- 14.1** The Supplier shall provide a sufficient level of resource throughout the duration of the Contract in order to consistently deliver a quality service.

- 14.2** The Supplier’s staff assigned to the Contract shall have the relevant qualifications and experience to deliver the Contract to the required standard.
- 14.3** If for any reason, the assembled project team becomes unavailable to complete the work during the specified timescales an alternative team (team members) must be provided to allow for continuity for delivery of the project. Any replacement team members will be subject to the same terms as the original members including proof of suitability to undertake the work. This may be in the form of a CV or other supporting statement. Replacements must be of equal qualification/ experience as the team member(s) that is/ are being replaced.
- 14.4** Notice must be given to the Authority 30 days before any changes to the team are made. Any replacements will be subject to the same security clearance requirements as the original members. This must be agreed with the College before any replacement team member commences work on the project.
- 14.5** The Supplier shall ensure that staff understand the Authority’s vision and objectives and will provide excellent customer service to the Authority throughout the duration of the Contract.

15. SERVICE LEVELS and PERFORMANCE

- 15.1** The College will measure the quality of the successful Supplier’s delivery by:

KPI/SLA	Service Area	KPI/SLA description	Target
1	Timescales	Adherence to the key milestones as set out in Section 7	100%
2	Engagement	Monthly updates to the College throughout the duration of the project	100%
3	Deliverables/ Outputs	Academic quality of interim reports, final written report and toolkit production	100%

- 15.2** Where the College identifies poor performance against the rows above, the College reserves the right to seek early termination of the Contract in accordance with the procedures set out in Attachment 5- Terms and Conditions.

16. SECURITY and CONFIDENTIALITY REQUIREMENTS

- 16.1** The successful Supplier must comply with the Authority’s Security Requirements Document (Annex A). This document sets out the overall standard requirement. A security aspect letter will be drafted between the Supplier and the College based on this document.
- 16.2** The successful Supplier must provide information detailing their compliance with GDPR. This should include, but not be limited to, the security measures employed by the successful Supplier where personal data is stored (physical and digital measures); the policies and procedures in place to support the facilitation of GDPR compliance;

the training provided to its staff and frequency, the ability to comply with an individual's rights under GDPR and the general compliance with the Data Protection principles listed under Article 5 of the GDPR.

The Supplier must delete all data from their systems and destroy any hard copy information made upon completion of the Contract and must adhere to the details outlined in Schedule 7 Processing, Personal Data and Data Subjects of Terms and Conditions.

- 16.3** The successful Supplier must provide information on data management and security in their bids, and supply details about team members who are vetted.
- 16.4** The Supplier must guarantee that all material used in research will be treated as entirely confidential and that the anonymity of all parties involved will be preserved entirely.
- 16.5** The successful Supplier will be working directly with participating forces and must comply with the data processing agreement established between the Supplier, participating forces and the College.
- 16.6** The successful Supplier must meet the security and vetting requirements of the participating forces in relation to any site visits arranged during the course of the project.

17. INTELLECTUAL PROPERTY RIGHTS (IPR)

- 17.1 All intellectual property rights in any materials provided by the College to the successful Supplier for the purposes of this Agreement shall remain the property of the College but the College hereby grants the successful Supplier a royalty free, non- exclusive, non- sub- licensable and non- transferable licensee to use such materials as required until termination or expiry of the Agreement for the sole purpose of enabling the successful Supplier to perform the obligations under the Agreement.
- 17.2 In the event that the successful 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 Authority that it shall possess and maintain all necessary licenses, authorisations and consents for the successful Supplier and College to use (with right to sub- license) such copyright or intellectual property for the purposes of this Agreement.
- 17.3 All intellectual property rights in any materials created or developed by the successful Supplier pursuant to this Agreement or arising as a result of the provision of the Services shall vest in the College and the successful Supplier hereby assign 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 College and undertake to procure that any third party engaged by the successful Supplier to produce materials pursuant to this Agreement shall assign such Intellectual Property Rights to the College.
- 17.4 The successful Supplier shall indemnify and keep indemnified the College 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 College as a result or in connection with any claim made against the College for actual or alleged infringement of a third party's intellectual property rights 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 successful Supplier or any staff, agents or sub-contractors (including students).
- 17.5 The successful Supplier shall obtain waivers of all moral rights in any materials created or developed by the successful Supplier pursuant to this Agreement or arising because of the provision of the Services to which any individual is or may at any future time be entitled.
- 17.6 The successful Supplier shall not furnish the name, trademark or proprietary indicia of the College, use as a reference, or utilise the name, trademark or proprietary indicia of the College, 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. Such consent to be granted or withheld at the sole and absolute discretion of the College.
- 17.7 For the avoidance of doubt this Clause 17 shall survive the expiry or earlier termination of this agreement.

17.8 This clause 17 will take precedence over the Framework IPR clause in Attachment 5-Terms and Conditions.

18. PAYMENT and INVOICING

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

18.2 The products and deliverables must be provided in line with the milestones outlined in Section 7. The acceptance procedure for deliverables will be as follows: The College will review and sign off each milestone deliverable as set out in the table in Section 7.2.

18.3 Before payment can be considered, each invoice must include a detailed elemental breakdown of work completed and the associated costs.

18.4 Invoices should be forwarded to the address on the Purchase order and needs to be e-mailed to REDACTED

18.5 Payment will be made retrospectively to the successful Supplier after milestone completion on the following dates:

Milestone	Description and Timeframe	Payment Date
1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12	Research specification and written evaluation report.	On satisfactory completion of each milestone in accordance with costing of each individual deliverable and in line with delivery schedule
13	Production of Toolkit	On satisfactory completion of deliverable in accordance with costing and in line with delivery schedule

19. CONTRACT MANAGEMENT

- 19.1** An initial meeting between the College, GEO and representatives of participating forces in London will be required within one month of contract commencement.
- 19.2** The Supplier must keep in regular contact via email and telephone, providing progress updates on at least a monthly basis.
- 19.3** Updates should include a brief summary of: actions completed since the last update and identify any issues or risks that have arisen since the last update.
- 19.4** Attendance at Contract Review meetings shall be at the Supplier's own expense.

20. LOCATION

- 20.1** The location of the Services will be carried out at the successful Supplier's offices. It is anticipated that much of the work will be desk-based, although attendance at meetings at in REDACTED to meet representatives of the College, GEO and representatives of the participating forces may also be required.

ANNEX B
Supplier Proposal
REDACTED

Questionnaire 5 - 5.2 Resourcing
Contact

ALL REDACTED

This document is 4 pages long and included a team structure diagram, resourcing across milestones and rationale.

ALL REDACTED

Team structure

REDACTED

Resourcing across milestones

The table below shows the resources and time allocated to the delivery of each milestone.

REDACTED

Rationale for our resource approach

We have ensured that our resources are focused where they will add the most value and that is why we have included a team support administrator to ensure the higher cost consultants can focus where they are needed.

Our team includes members with specialist knowledge of the Police Service and returner schemes but also includes the technical knowledge to ensure the surveys are fit for purpose and elicit the best response rate possible. The project director and manager are both very experienced in the delivery of research projects which have as their outcome practical tools to disseminate best practice.

We have added additional steps. Firstly, initial contact with the SPoCs to gather as much detail as possible about the returner programmes, including details about programme timings and content. We have also suggested webinars or remote focus groups to supplement the surveys for line managers and SPoCs, with qualitative data, which might not be fully covered by a survey.

The toolkit element will require detailed knowledge of returner programmes and a good understanding of good practice that exists elsewhere. This will enable the toolkit to be adapted to suit the Police Service but not necessarily designed from scratch. Our team includes people who can directly access our 'Top Employers' work and draw in this best practice and Working Families' existing toolkits for employers.

The project contains a lot of activities and resourcing will be tight. However, our bid is made on the understanding that this is a fixed fee assignment. We will ensure the project is delivered to budget and to the client's satisfaction through our strong project management approach.

Questionnaire 5 -5.3 Risk assessment, data management

1. Mitigation of risks relating to data management and security, GDPR, and quality control.

Data storage and security

All material generated and used within the research conducted will be stored within a secure folder, sitting in a separate area of the Working Families server. Any personal data will be treated as entirely confidential and that the anonymity of all parties involved will be preserved entirely.

Access to the folder will be limited to the personnel that have been included within the tender document and will be password protected. Any hard copy data that is created will be converted into digital format, stored within the secure folder and then destroyed using a secure shredding

and recycling service. All recordings will be created in MP3 file format, or alternative and saved under password protection within the secure folder.

All Working Families client material is held on our secure server, is confidential and is not disclosed without written permission. No unauthorised persons can access our systems and our servers and technology use up to date software and comply with industry recommendations.

REDACTED

Cyber security

REDACTED

Quality assurance:

Working Families is the UK leading worklife organisation, having worked with employers, governments and working parents, carers and flexible workers for 40 years. Our specialist field is in the area of flexible working and family (employee) friendly policies, practices and workplace cultures. Our staff and associates are highly skilled with many years of experience operating in this area. We ensure our work meets or exceeds the highest standards through continually monitoring and evaluating our products and services and gathering feedback from clients, employers and employees.

We are committed to continuous improvement and our CEO and leadership team continually measure and monitor the work carried out by staff and associates and we review our systems and processes regularly, reporting to a Board of Trustees.

We have the following systems and procedures in place to support us in ensuring stakeholder satisfaction and continuous improvement throughout our organisation:

- regular gathering and monitoring of feedback from employers, employees, policy makers and members of government
- a complaints procedure
- training and development for our employees and associates
- regular audit of our internal processes
- measurable quality objectives which reflect our charitable and business aims
- management reviews of audit results, customer feedback and complaints

This project will be directed by Working Families' REDACTED. Specifically, the team have experience in working on Returner programmes and with the police force.

GDPR:

We collect and process Personal Data in accordance with applicable laws that regulate data protection and privacy. This includes, without limitation, the EU General Data Protection Regulation (2016/679) and the UK Data Protection Act 2018 together with other applicable UK and EU laws that regulate the collection, processing and privacy of your Personal Data (together, 'data protection law'). For the purposes of data protection law, Working Families is a 'data controller'.

Our privacy statement which is outlined on our website defines our process and policy for managing personal data. <https://www.workingfamilies.org.uk/about-us/privacy/>.

In May 2018, a comprehensive audit was conducted on all personal data held by the charity to ensure compliance with the GDPR regulations, in addition in 2018, Working Families staff were all fully trained in GDPR compliance as per the attached document

Staff members handling personal data receive annual refresher training on GDPR compliance, and any changes or updates to current policy as they occur. The rest of the management team are regularly updated in the monthly staff meetings. The organisation has also recently hired a new marketing and data operations manager, who is now responsible for managing GDPR compliance going forward.

2. Risk Assessment – project activity

Nature of risk	Consequences	Likelihood 1 - 5	Impact 1 - 5	Control measures, mitigation
Delay in starting project	It will delay completion	1	5	Customer to appoint supplier promptly and arrange interviewees promptly
Interviews hard to recruit for. Not enough people put forward. August holidays making interviewees hard to recruit	Not enough information for a detailed evaluation. Impact on value of data and information	3	4	Client to ensure recruitment of interviewees who they know are available within the project timetable. Provide substitutes. Supplier to arrange interviews early and at interviewee convenience. Recognise the impact of the August holidays and work round them. Enlist the support of the Force senior staff and SPoCs Consider alternative research approaches such as on-site surgeries or webinars
Not enough returners in place at the new	Not enough information collected to get a full picture of	2	4	Ensure the programme is properly rolling so that people can be captured as soon as

joiner or three month stages.	the RTIP programme. All or most of the stage 2 returner respondents will have taken part at stage 1.			they come on-board and are tracked to access at three months. Amend the three-month stage 2 interviews and survey to reflect the fact that most respondents will have already been captured. Have a greater focus in the research on the attraction strategy and its 'failure to launch'. Consider impact on toolkit development of lack of data and information. Examine existing sources and good practice in other industries for the development of the toolkit.
Interviewees don't provide honest feedback	Information provided is not useful	1	3	Ensure interviewees feel comfortable and assured of anonymity (ie not identified in the study. Comfortable with interviewer. Assured recording will be destroyed).
Surveys low response rate	Data too sparse to be analysed	3	4	Ensure the survey is well designed, brief and user friendly. Track responses and send out reminders if low. Consider alternatives if unrecoverable (such as remote focus groups/more interviews). Keep client regularly and fully informed.
Survey recipients have difficulty in completing an online survey	Impact on information value	1	3	Create simple instructions and give point of contact at Working Families to help with any issues.
Surveys of managers and SPoCs do not reveal enough depth of information	The project is not informed fully by the views of managers and SPoCs making the outcome one sided and unreliable.	3	5	Use some additional methods to collect thoughts and opinions from line managers and SPoCs as well as the data more usefully collected by the survey. Suggest a webinar or remote focus groups.
Surveys and interviews cover the same ground	Research fatigue amongst participants. Drop in response rate.	2	3	Ensure that the surveys and interviews distinguish between information (interviews) and data (surveys). Pre-code the survey using knowledge of returner programmes.

Client delay in providing interviewees for case studies in time to meet milestone	Milestone deadline not met	2	4	Supplier to be clear on timelines and report back at early stage if potential case study examples are not available/changed their mind. Ensure substitutes available for case study interviews. Ensure SPoCs aware to discuss and persuade people
Case study does not reveal anything new beyond survey and interview	Research fatigue amongst participants. Information too superficial	2	5	Ensure careful selection of case studies to focus on those where good practice and good outcomes evident and with returners well established so that good practice can be examined and understood in detail.
Not enough existing good practice uncovered or available within the forces to develop the toolkit.	Toolkit is weak and not focused enough not grounded in what works.	1	4	Ensure issues with data collection and quality are raised as soon as evident with plans for improvement. Call on good supply of contacts who have developed returners' programmes in other sectors and industries and draw on our well established knowledge of the Police Service and returners' programmes to develop a toolkit that is fit for purpose.

