

DPS FRAMEWORK SCHEDULE 4: LETTER OF APPOINTMENT AND CONTRACT TERMS

Part 1: Letter of Appointment



Ministry of Housing,
Communities &
Local Government

Dear Sirs

Letter of Appointment

This letter of Appointment dated 18th August 2021, is issued in accordance with the provisions of the DPS Agreement (RM6018) between CCS and the Supplier.

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

Order Number:	To Be Confirmed
From:	Ministry of Housing, Communities and Local Government ("Customer")
To:	Ecorys UK Limited ("Supplier")

Effective Date:	20 th August 2021
Expiry Date:	End date of Initial Period 27 th September 2023 There is a three month optional extension available at the end of the initial period. At least four weeks' notice will be given of the optional extension being required.

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 and the Supplier's Proposal attached at Annex B; and
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Key Individuals:	Ministry of Housing, Communities and Local Government REDACTED
[Guarantor(s)]	Not Applicable

Contract Charges (including any applicable discount(s), but excluding VAT):	£156,636.50 (exc VAT)
Insurance Requirements	<p>Insurance Requirements</p> <p>Additional public liability insurance to cover all risks in the performance of the Call-Off Contract, with a minimum limit of £1 million for each individual claim.</p> <p>Additional employers' liability insurance with a minimum limit of £1 million indemnity.</p> <p>Additional professional indemnity insurance adequate to cover all risks in the performance of the Call-Off Contract with a minimum limit of indemnity of £1 million for each individual claim.</p> <p>Product liability insurance cover all risks in the provision of</p> <p>Deliverables under the Call-Off Contract, with a minimum limit of £1 million for each individual claim.</p>

Liability Requirements	Supplier's limitation of Liability As per Clause 18.2 of the Contract Terms and Conditions of RM6018. 125% of the Contract charges payable to the Supplier under this Contract.
Customer billing address for invoicing:	CP2P Team, MHCLG, 4 th Floor, High Trees, Hillfield Road, Hemel Hempstead, HP2 4XN CLGInvoices@communities.gov.uk

GDPR	Set out in Contract Terms Schedule 7 Processing, Personal Data and Data Subjects
Alternative and/or additional provisions (including Schedule 8(Additional clauses)):	Not Applicable

FORMATION OF CONTRACT

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

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

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

For and on behalf of the Supplier:
Customer:

For and on behalf of the

Name and Title:

Name and Title: **REDACTED**

REDACTED

Signature: **REDACTED**

Signature: **REDACTED**

Date: **REDACTED**

Date: **REDACTED**

ANNEX A

Customer Project Specification

SCOPE OF REQUIREMENT

The proposed evaluation is designed to be a mixed method process evaluation that generates data and analysis to answer the research questions and objectives as stated in the section above.

The Customer invite potential suppliers to devise their own strategies for the evaluation as part of the procurement process. We anticipate the process evaluation would comprise a qualitative element – to explore the experiences of delivering the programme – and a quantitative element – to assess levels of data maturity at the start and end of the funding period.

Qualitative element

The qualitative part of this research will consider how the fund supported the projects, what they achieved, how they achieved them and what the reported impact was. Key questions include:

What have the projects achieved?

How have the projects been implemented; what were the success factors and the barriers and how were the barriers overcome?

- Technical barriers and solutions
- Information governance barriers and solutions
- Strength of the partnerships
- Skills and good practice sharing

Are there particular approaches that work better than others?

Are the projects appropriate to be rolled out more widely?

What were the reported effects of the projects on services for children and young people?

What was the response to support received? How well did areas collaborate and support one another? What activities were found to be most helpful? How could this function be improved in the future?

Research methods: It is expected the research project would primarily use interviews in the qualitative element although other methods such as focus groups, online forums or observational research may be appropriate.

Research waves: It is anticipate the research would consist of a minimum of two waves, one at the launch of the projects and one at the end to capture data

at different stages that may indicate how projects have developed and responded to the challenges that they have faced.

Quantitative element

The Customer is proposing that a component of the evaluation could measure the level of data maturity of participating areas.

To measure the data maturity of an area quantitatively we are proposing to use the Troubled Families/Supporting Families Data Maturity Model. This is a framework setting out different standards of data use at a local level.

A survey could be carried out at the start and end of the project assessing the level of data maturity in participating areas. The results at the beginning and end of the project would then be compared. Data maturity of participating areas could also be compared to that of other similar areas who have not been selected for the fund across the time period of the fund. The data maturity model is a standard tool that all areas use as part of their Supporting Families offer. This would provide the Customer with an indication of the impact of the fund on data maturity, in comparison to areas that have not been funded.

[Troubled Families Programme/Supporting Families Programme – Data maturity model](#)

Manual: Receiving data from other partners which is stored in separate files and which is unmatched to case management systems. The local authority Supporting Families Outcome Plan is not quantified and there is no reporting from the case management system to keyworkers.

Basic: Some data sources are brought together in basic data software which is used to match and store data, identify families who may need support and to monitor progress. The Supporting Families Outcomes Plan is embedded in the case management system and receives manually inputted reports on outcomes and key indicators.

Building blocks: Bringing most data sources together including early help case management data. The data is visible to keyworkers in a spreadsheet or form which is only provided once or twice during a case.

Early maturity: Using a data warehouse or lake where data is accessible to workers automatically in the case management system and which is updated when new feeds are received. More advanced data system software is used with automated matching and calculation of whether Payment by Results outcomes are met is built in. There are likely to be some open feeds.

Mature: Data warehouse or lake model as in the early maturity model but where primarily open feeds are used and data is used to conduct needs analysis.

Advanced: Sophisticated data model with open feeds as in the mature model, but where the system has been expanded beyond Supporting

Families services and includes whole children's services or whole of council solutions.

The table below sets out the range of activities that will be included in the exercise. It sets out MHCLG's vision for how responsibility will be assigned:

Owner	Activity
MHCLG	<ul style="list-style-type: none"> • Share intelligence and previous research that will support the supplier in the preparation and development of evaluation approach and research documents and materials. • Support the Supplier with advice and knowledge on the programme and methodological advice. • Assist the supplier gaining access to research participants/gatekeepers, facilitate the production of a sampling frame. • Engage Local Areas selected for inclusion in the research; contact these areas to confirm that they are willing to participate; provide contact details to the Supplier to handle participant recruitment. Engagement with evaluators is a core requirement of funding.
Supplier	<ul style="list-style-type: none"> • Work with MHCLG to agree and finalise the evaluation approach to be undertaken, including data collection methods and analysis strategy. • Preparation of research materials such as interview guides, questionnaires, and research stimulus. • Management of recruitment and fulfilling sampling quotas with support from MHCLG. • Conduct a research test phase to calibrate research materials and amend as required. • Conduct research in selected local areas to address the research questions. • The Supplier will provide the opportunity for MHCLG colleagues to attend analysis sessions virtually to collaborate on the interpretation of the data collected. • Fortnightly meetings held via video conference or telephone and weekly written updates detailing recently completed tasks, upcoming activities and notifying the MHCLG of important developments on the project. • Interim written reports that outlines key emerging findings after key stages of fieldwork and analysis, including after the first year of the evaluation.

	<ul style="list-style-type: none"> • Present findings to MHCLG, outline and explain key insights. Use quotes and examples from participants and quantitative analysis to illustrate findings. Respond to questions from MHCLG colleagues, providing clarifications. • Work closely with MHCLG to produce a final report that takes account of all research completed as part of the evaluation.
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Potential Suppliers should take note of the information below when developing their bids:

Mandatory:

- MHCLG welcomes potential suppliers to develop their own evaluation strategy in response to the stated aims and objectives. Any bid must clearly state how the chosen approach and methodology addresses the primary aims of the evaluation set out in this document.
- The Supplier shall be responsible for producing interim reports that provide an overview of emerging findings after each stage of fieldwork and analysis. This would include an interim report after the first year of the project's launch.
- The Supplier will also produce a final report that takes account of the diverse information that has been collected through the evaluation and clearly synthesise the key findings. The final report will be published after the conclusion of the Fund, in 2023.
- Alongside the final report, the Supplier will also present findings from the research and analysis to MHCLG. The Supplier will convene a session to explain findings, using quotes and examples from fieldwork to illustrate insights, and take questions from MHCLG providing additional detail and clarification where requested.
- The Supplier will be expected to respect social distancing rules set by the government to stop the spread of Covid-19 throughout the project management and research process. The Supplier will be free to adjust their methods as the rules are eased.

Further information to assist Potential Suppliers:

- The Project will be overseen by MHCLG colleagues including policy officials and analysts. The Supplier will be expected to have regular Project sessions with MHCLG colleagues to discuss progress and expectations. The Supplier will have access to expert knowledge of the programme and it is expected this will be utilised. MHCLG will provide all necessary and available information to the Supplier relating to the Fund.

THE REQUIREMENT

The objective of this process evaluation is to explore and understand how the Fund has been used by Local Areas, what activities each project comprises, and as far as possible, assess the indicative change in areas' data maturity.

The objective of the commissioned work (i.e. the role of the Supplier) is to design and conduct the process evaluation. The research questions, aims and objectives of the process evaluation can be found in section 3.

Below, is set out an approach that we believe would meet the needs of the research. As stated in the section above, MHCLG is open to alternative approaches and methods of research. The Supplier is invited to adapt and improve the design of the evaluation strategy and research methodology to better address the research questions.

Qualitative research:

- Suppliers are expected to conduct qualitative research with staff in various roles from a range of agencies involved in the design-decision-making process and implementation-delivery of the fund in local areas. Interviews would cover topics relevant to the research questions, including: how projects have been implemented; what were the success factors; what barriers exist, and how were they addressed.
- The Customer is expecting a number of local area groups to bid for and receive funding. They do not necessarily anticipate conducting research with every local area. If a large number of areas are awarded funding, we would seek to conduct this strand of research with a sample from all areas who participate in the fund. In this instance, we would expect to sample purposively, selecting a diverse group of areas with differing characteristics, projects covering a range of aims and activities and levels of data maturity.
- The finalised list of participating local areas will be available soon after the awarding of the contract for this requirement. It is anticipated that around ten projects will be awarded funding. The Customer will work with the Supplier to select a sample of funded projects and areas to participate in the research.
- The research would be conducted at different time points across the life of the fund. This will include research at the outset to capture data that reflects the process involved in deciding how the fund will be used in the Local Authority. The Customer also anticipates further research being conducted as the projects become operational, to gather data that reveals what challenges areas face in delivery. The Customer expects fieldwork to be conducted towards the end of the fund timeline, so that they can capture the views of staff once their projects have matured and they have a better understanding of what has been successful.
- The final report should be designed to support other local areas looking to learn from the experiences of designing and delivering the funded projects. It should contain description of practical steps taken to achieve outcomes. It should also include lessons learned.

Quantitative research:

- The process evaluation should include a quantitative element that seeking to capture and measure the level of data maturity in areas participating in the fund.
- As mentioned in the section above, we propose using the Troubled Families/Supporting Families Data Maturity Model to assess an area's level of data maturity.
- The Customer suggests using a simple 'before and after' design, carrying out a survey at the start and end of the fund and then comparing results. MHCLG conducts an annual survey with Local Authority areas, gathering data to assess the level of data maturity in each area. This data could be used to assess the effect the Fund has had on data maturity and related activities. This survey is asked of all areas, therefore a suitable comparison group could be selected and used as a counterfactual. The Customer recognises that this would not be a sufficiently robust methodology for an evaluation of the impact of the programme, and we would not be able to draw inferences about the effect of the fund on data maturity.
- The Customer would expect to use a combination of management information and survey data to complete this analysis.

Synthesis of findings and reporting:

- The Supplier will be expected to make sense of the range data and analysis from across the various strands of research and synthesise this, producing insights that take account of all aspects of the evaluation.
- The Customer expects the Supplier to provide regular update on the progress of the evaluation, and informal insights when they emerge. Formal reporting will be agreed during the setup of the evaluation; as a minimum they would expect an interim report after the first year of the evaluation, and final report that provides an overview of all research activities and reports key findings and insights.

Additional Requirements

The Supplier will be expected to allow some flexibility throughout the contract for MHCLG and the Supplier to react to emerging matters and changing priorities. Potential Bidders will be asked to provide prices for meeting the key project components as well as day rates for different levels of staff input (to create a rate card that will be used to cost new project components that may arise from the collaborative engagement).

The Supplier will be expected to work collaboratively with MHCLG taking on board comments and suggestions, whilst also providing constructive challenge on methods of research delivery and interim conclusions drawn from the different sources of information and stages of analysis.

KEY MILESTONES AND DELIVERABLES

The following Contract milestones/deliverables shall apply:

Milestone / Deliverable	Description	Timeframe/Delivery Date
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1	Full project outline including detailed plan for fieldwork, and set up meeting.	Within two weeks of Contract being agreed
2	Development of research materials, questionnaires and topic guides	August 2021
3	Phase one fieldwork and data collection	Autumn 2021
4	Analysis and discussion	Winter-Spring 2021/22
5	Interim reporting and presentation	Spring 2022
6	Development of research materials, questionnaires and topic guides	Summer 2022
7	Phase two fieldwork and data collection	Summer-Autumn 2022
8	Analysis and discussion	Autumn-Winter 2022
9	Draft final report	Winter-Spring 2022
10	Final report and presentation triangulating findings from all fieldwork	Summer 2023

MANAGEMENT INFORMATION/REPORTING

Throughout the Contract, regular fortnightly meetings will be required between the Supplier and MHCLG via video conferencing or the telephone. In addition, weekly reports outlining tasks completed up and coming activities and issues arising are required. Other meetings will also be required as necessary.

Meetings will be conducted in accordance with social distancing rules at that time; using video conferencing or telephone when required.

The Supplier will be expected to take on board feedback from MHCLG and other experts feeding into the project.

VOLUMES

The project consists of:

- An initial meeting
- Provision of a project outline
- Written weekly progress reports
- Fortnightly telephone or video conferencing meetings
- Development of research materials, questionnaires and topic guides for stage one and two research
- Fieldwork and Data collection for stage one and two of the research
- Analysis and discussion of findings for stage one and two of the research
- Initial report following completion of stage one research
- Final draft report following completion of stage two research
- Final Report and presentation

The Contract will terminate upon completion of the final report and sign-off from the Project Lead/Minister.

CONTINUOUS IMPROVEMENT

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

The Supplier should present new ways of working to the Authority during Contract review meetings.

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.

SUSTAINABILITY

Not applicable

QUALITY

The case studies and focus groups should be conducted in line with the Ministry's objectives and the ethical standards set out in the Government Social Research code. Research should be analytically robust, and ethically conducted.

All contractible deliverables must be of publishable quality under the Customer's name. The Customer will work with the Supplier to analysis and interpret the data to form the final deliverables.

STAFF AND CUSTOMER SERVICE

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

The Supplier's staff assigned to the Contract shall have the relevant qualifications and experience to deliver the Contract to the required standard.

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.

SERVICE LEVELS AND PERFORMANCE

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

KPI/SLA	Service Area	KPI/SLA description	Target
1	Delivery timescales	The Supplier shall adhere to the timescales/project plans unless otherwise agreed by the Customer.	100%
2	Service provision	The Supplier shall ensure that the services provided meet the requirements in section 7.	100%

3	Quality	The Supplier shall use suitable quality assurance processes throughout the contract as agreed with the Customer at the start of the contract.	100%
4	Adhering to guidance	The Supplier shall adhere to the Customer's branding, data security and other guidance, (to be provided to the Supplier upon appointment).	100%
5	Reporting	The Supplier shall provide spend data and other reporting in a format agreed by the Customer.	Within 5 working days of request.
6	Meetings	The Supplier shall meet remotely with the Customer within 5 working days of a request and be available via telephone/email. Suitable materials and/or presentations shall be prepared for the meetings. Meeting notes shall be provided no later than 3 working days after the meeting.	95%
7	Account Management	The Supplier shall respond to complaints and issues with appropriate and robust resolutions within 5 working days.	

Each of the deliverables will need to pass a Project Steering Group convened by the Ministry before moving onto the next stage. Poor performance against these SLAs will be assessed and managed by the steering group who will assess whether the products meet the required standard/quality as set out in the Statement of Requirements.

If any of the deliverables fail to meet the agreed quality service levels and performance the Customer reserves the right to consider early termination of the Contract.

SECURITY AND CONFIDENTIALITY REQUIREMENTS

The research will take place offsite. In the event that social distancing measures are relaxed it should be noted that the Supplier may need to attend meetings at 2 Marsham Street, London where photo ID is required and bags and people are scanned.

The Customer will remain as data controller and will own the Intellectual Property and Publishing Rights for the research outputs. At the end of the project, and when requested throughout its duration, any additional project

materials must be shared with the Customer. Project materials might include, for example, anonymised transcripts or data.

PAYMENT AND INVOICING

The payment method for this Call-Off Contract is by bank transfer. The Customer will pay the Supplier within 30 days of receipt of a valid invoice that must include a Purchase Order (PO) number.

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

All individual research project cost pricing shall be in line with the Supplier's Day Rates submitted in the Attachment 4 Price Schedule.

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

Invoices should be submitted to:

- CP2P Team, MHCLG, 4th Floor, High Trees, Hillfield Road, Hemel Hempstead, HP2 4XN.
- Email address: CLGInvoices@communities.gov.uk

All invoices must be specific to charges agreed at the end of each milestone. Other information such as: Purchase Order number, project reference, period of work, and number of days worked, invoiced amount, VAT shall also be included on each invoice.

Payments will be made following the successful delivery of the following:

- Development of Stage 1 research materials, questionnaires and topic guides
- Stage 1 Interim Report and presentation of report findings
- Development of Stage 2 research materials, questionnaires and topic guides
- Stage 2 Final Report and presentation of the report findings.

CONTRACT MANAGEMENT

The Supplier and the Customer will convene at least fortnightly (or as required) to assess progress. The Supplier will be expected to attend the meetings at each agreed review point, or if there are particular issues that need to be addressed.

At each review point, the Customer will assess whether outputs meet satisfactory standards before the work can proceed to the next stage. The dates of these meetings will be set and agreed between the Customer and the Supplier once in post.

There will be a final review once all outputs have been completed, at which the Customer will assess overall progress including the final report.

Attendance at Contract Review meetings shall be at the Supplier's own expense. They may be conducted over phone/teleconference if preferred.

LOCATION

The location of the Services will be carried out at case study locations as well as the Supplier's address.

The location of the case study areas will all be in England only.

All survey work should be compliant with COVID 19 Regulations current at the time. Survey work will preferably be carried out remotely but should it be carried out on location all social distancing rules applied at the time must be adhered to.

ANNEX B
Supplier Proposal

REDACTED

Part 2: Contract Terms

See Attachment 5b RM6018 Call Off Contract Terms