

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

### Part 1: Letter of Appointment

Dear REDACTED

#### 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 16/02/18.

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

Order Number:	CCZZ18A38
From:	Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services ("Customer")
To:	The National Centre for Social Research ("Supplier")

Effective Date:	21/01/19
Expiry Date:	End date of Initial Period 29/04/19

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.
--------------------	---

Key Individuals:	REDACTED
Guarantor(s)	N/A

Contract Charges (including any applicable)	The maximum contract value is £87,266.00 exc. VAT <b>REDACTED</b>
---	--

discount(s), but excluding VAT):	
Insurance Requirements	Please refer to Framework RM6018 Research Marketplace Dynamic Purchasing System terms and conditions.
Customer billing address for invoicing:	REDACTED

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

#### **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:

Signature: REDACTED

Signature: REDACTED

Date:

Date:

## ANNEX A

### Customer Project Specification

#### 1. DEFINITIONS

Expression or Acronym	Definition
HMICFRS	Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services
RDBI	Research, Development and Business Improvement (a team within Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services)
NCPI	National Child Protection Inspection
ToC	Theory of Change

#### 2. THE REQUIREMENT

Methodology for research

- 2.1. The wide-ranging scope of the NCPI requires a mixed methods approach in evaluating its impacts.
- 2.2. The Customer believes the appropriate method for evaluating impact is to develop a ToC model for the NCPI. This model will be developed by the RDBI and NCPI portfolio teams at HMICFRS, the model will be shared and reviewed by the Supplier before the fieldwork commences. This model will specify the intended outcomes of the NCPI and the predicted links from the inspection activities to the intended outcomes. The intended outcomes will be aligned with the assessment criteria used in the inspection that can be [found here](#). The indicators / measures of the outcomes will be developed by the Supplier with input from the Customer.
- 2.3. The Supplier will conduct a review of a range of sources to identify evidence for the pre-specified indicators / measures and try to link these to the inspection activities, as well as trying to identify any unintended positive or negative outcomes. The sources that the Supplier **must review** and analyse will include but not be limited to:
  - 2.3.1. The national context of child protection policy when the NCPI took place. This rapid review will assess the national context of child protection practices and demand which may have led to changes in child protection practices that are unrelated to the NCPI, and capture evidence for how the NCPI led to changes in the national child protection guidelines. This review should also include other non-NCPI inspection reports published by the Customer before and during the NCPI which also assessed police child protection practices. This rapid review will aim to identify a baseline for the child protection practices before the NCPI began and capture the local context in which the NCPI was taking place. Thus enabling the measurement of changes in child protection practices and policy that may be related to non-NCPI inspections;
  - 2.3.2. NCPI published reports and post inspection reviews, and re-inspection reports. This review will try to identify direct changes within an inspected

- forces child protection practices and policy following the NCPI, and indirect changes, to non-inspected forces or forces inspected later in the inspection programme, that occurred as a consequence of NCPI published reports;
- 2.4. The Supplier will collect new qualitative and quantitative data to identify indicators of change directly related to the NCPI, and also assess the longevity of the inspection outcomes. The sources for new data collection **must include** (but not limited to, additional sources may be proposed to improve the outputs):
- 2.4.1. Key-informant interviews with the child protection leads from the inspected and non-inspected forces. These interviews will focus on identifying the extent to which changes in child protection practices of the forces were stimulated by the NCPI activities, and which aspects of the inspection process was most useful in developing their child protection practices;
- 2.4.2. Survey / interviews conducted with partner child protection agencies (e.g. NHS and local social services) to identify changes in relationships and knowledge sharing between services working with children that are directly related to NCPI activities;
- 2.5. The Supplier can be provided with access to a number of other sources of information held at HMICFRS which may improve the outputs of the evaluation.
- 2.6. However, these sources are **optional** in the evaluation of the ToC, the Supplier can include all or none of the following in their proposed method. These **optional** sources include:
- 2.6.1. Survey or focus groups with frontline staff who work with children in the inspected and non-inspected forces. This information will be used to find evidence of behaviour or attitude changes in the way frontline staff work with children and implement policies which can be attributed to the inspection activities; Analysis of the current structures, processes and service statistics within the inspected forces to identify whether changes implemented as a consequence of the inspections were maintained;
- 2.6.2. NCPI inspection records, which include: service statistics and other relevant documentation gathered during inspections. All relevant documents used for the inspections will be shared with the Supplier once the contract has been issued. All documents have been anonymised and do not contain any sensitive information. Should the Supplier propose analysing the NCPI inspection records, staff must have Counter Terrorist Check (CTC) clearance before the beginning of the contract – see Question 1.6 in appendix D.
- 2.7. The Supplier will triangulate all evidence from all sources listed in 2.3 – 2.4 (and any other sources listed in 2.6, or identified by the Supplier to improve outputs) to try to identify ‘what’ the outcomes of the NCPI are and, ‘how’ the NCPI led to the outcomes identified. The challenges of linking changes in forces directly back to the Customer’s inspections are fully recognised, and the research will establish likely causality while acknowledging other possible causes of change.
- 2.8. The research should draw on sources within the forces and partner child protection services. This will require a level of contact with these organisations, which will be facilitated and moderated by the Customer to ensure that the research conducted is not overly invasive for the forces / services involved.

- 2.9. All interviews (and focus groups, if the Supplier proposes to conduct them) with the forces and partner child protection services can be conducted via telephone or online conference platforms, therefore the research is anticipated to be mostly desk based.
- 2.10. Questions for the research
- 2.10.1. Overall research question: What impact has the NCPI conducted by the Customer since 2014 had on policing?
- 2.10.2. In answering this broad question, the research MUST answer the following:
- 2.10.2.1. To what extent is there evidence that the child protection practices and policies of the inspected forces improved as a result of the NCPI recommendations in the reports produced the Customer? Specifically, assessing improvements in the following:
- (a) Leadership, management and governance of the forces;
  - (b) The child's experience with the force;
  - (c) Child-focused and evidence based decision-making practices within the forces;
  - (d) Force management of those at risk of harming children;
  - (e) Treatment of children in police detention; and
  - (f) Treatment of cases of missing and absent children
- 2.10.2.2. To what extent is there evidence that the police officers involved in the inspections felt their engagement in the NCPI led to changes in child protection practices and policies?
- 2.10.2.3. To what extent is there evidence that the child protection practices and policies of the forces not yet inspected improved as a result of the NCPI (through other NCPI outreach/ engagement and through influence of NCPI on national policy and guidance for child protection practice in policing)?
- 2.10.2.4. Is there evidence of any unintended positive or negative consequences of the NCPI?
- 2.11. Outputs
- 2.11.1. The research report is primarily for internal use within HMICFRS, to inform the Customer's inspection methodology but should be of a quality suitable for publication if the Customer wishes to do so.
- 2.11.2. The report, including executive summary, should contain all the required detail, whilst being concise. It should be written in line with the Customer's style guide. This document will be made available to the Supplier.
- 2.11.3. The report should provide a summary of the evidence found for the impacts of the NCPI, including any unintended positive or negative impacts identified.
- 2.11.4. It should maintain readability and employ Harvard referencing where absolutely necessary (key authors or documents). There should be a full list of sources included within the document, with Endnotes used for nonkey authors and documents.
- 2.11.5. The Supplier should provide a presentation of their findings to the Customer's RDBI team and the NCPI portfolio team.
- 2.11.6. The report and results generated by the research may be:

- (a) Made fully available to the public via the HMICFRS website
- (b) Subject to Freedom of Information Act requests and personal requests.

2.11.7. The Supplier will provide checklists relating to each force, pre and post inspection, detailing the evidence found for each of the assessment criteria (outcomes in the ToC model).

2.11.8. The Supplier should provide all raw data collected and analysed in the course of the project for the Customer to use in the future for additional analysis and learning. This data should be provided in word and excel as appropriate.

2.12. Skills and working Requirements

2.12.1. The Supplier will require a range of research skills, with a proven track record in producing high quality mixed methods research. The research and analysis skills anticipated to be required for the research include (but are not limited to) rapid literature review, document review, conducting research interviews, qualitative data analysis (e.g. thematic analysis), quantitative data analysis, and impact evaluation (specifically designing and evaluating a Theory of Change model, which is the approach the Customer has decided to take).

2.12.2. The Supplier is to work closely with the Customer’s RDBI team to ensure that the scope remains appropriate throughout the research.

2.12.3. The research assignments are to be completed by the deadlines specified in the contract.

2.12.4. Researchers will be expected to uphold the values and ethics set out in the Civil Service code. [The civil service code.](#)

2.12.5. The work must consider how the Customer can comply with the new Data Protection Act 2018 and ensure that there is not any identifiable information reported, which may be found in the evidence reviewed.

2.12.6. Timing: All work detailed above is expected to commence at the award of the contract and report according to the milestones set out below in Section 3.

**3. KEY MILESTONES**

3.1. The Supplier should note the following project milestones that the Customer will measure the quality of delivery against:

Milestone	Description	Timeframe
1	<p>Outline of the document review strategy, list of documents identified for consideration, and key terms to use for the rapid literature reviews.</p> <p>Outline of planned contacts with the forces and other child protection services, and summary of the questions to be included in the interviews / survey.</p>	Within 2 weeks of Contract Award

2	<p>Presentation of findings to the Customer. This should cover all areas in the report and raise any issues that may need further discussion before finalising the report. Comments from the Customer will be provided.</p> <p>Checklists relating to each force, pre and post inspection, detailing the evidence found for each of the assessment criteria provided to the Customer.</p>	Within 15 weeks of Contract Award
3	<p>Submission of good quality draft of final report showing all sections to be included. (Comments from the Customer to be returned within 3 weeks of submission.)</p>	Within 20 weeks of Contract Award
4	<p>Submission of final report and executive summary. The report should be suitable for publication if the Customer wishes to do so.</p>	Within 25 weeks of Contract Award

#### **4. CUSTOMER'S RESPONSIBILITIES**

- 4.1. The Customer will provide the Supplier with the relevant contacts within the forces / services that will be interviewed or involved in focus groups / surveys.
- 4.2. The Customer will provide a member of staff to be a point of contact for the Supplier. This member of staff (or occasionally a deputy) will be available for regular 'progress meetings' by telephone and to respond to questions from the successful Supplier by email within 2 working days.
- 4.3. The Customer will provide comments following the presentation and in response to the draft final report, within 3 weeks of submission.

#### **5. REPORTING**

- 5.1. The Supplier will report to the Customer's RDBI team, and produce written products commensurate with current HMICFRS reporting standards (examples available online).

#### **6. CONTINUOUS IMPROVEMENT**

- 6.1. Changes to the way in which the services are to be delivered must be brought to the Customer's attention and agreed prior to any changes being implemented.

#### **7. QUALITY**

- 7.1. The Customer requires that the report should be clearly written in a style easily accessible to non-specialists. The Customer's style guide should be followed in the writing of the report, this will be provided to the Supplier upon award. All statements, and analysis or recommendations need to be clearly based on supporting data or clearly referenced, as being based on other publications.

## 8. STAFF AND CUSTOMER SERVICE

- 8.1. The Customer requires the Supplier to provide a sufficient level of resource throughout the duration of 'The Impacts of the National Child Protection Inspections on Policing' Contract in order to consistently deliver a quality service to all Parties.
- 8.2. The Supplier's staff assigned to the 'The Impacts of the National Child Protection Inspection on Policing' Contract shall have the relevant qualifications and experience to deliver the Contract.
- 8.3. 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. SERVICE LEVELS AND PERFORMANCE

- 9.1. The Customer will measure the quality of the Supplier's delivery by the criteria described in the table.

KPI/SLA	Service Area	KPI/SLA description	Target
1	Delivery timescales	Outputs to be received by milestones as described in Section 7	98%

2	Research quality	<p>All relevant documents and data to be considered and included in the research review, the full list of materials provided by the successful Supplier will be agreed before the fieldwork begins. The rapid evidence review should include all comprehensive and relevant materials. The literature search strategy would be proposed by the successful Supplier and agreed by the Customer. The successful Supplier would suggest modifications to this approach if necessary. All key informant interviews and focus groups / surveys are to be conducted professionally and the successful Supplier will provide the topic guides and questions for approval by the Customer before starting the fieldwork.</p> <p>Considered appraisal and triangulation of the evidence gathered to try to identify what changes in forces can be linked directly back to the NCPI, although the challenges with this type of research are fully recognised, the research will establish likely causality while acknowledging other possible causes of change.</p>	98%
3	Report quality	Report to be clearly written and presented according to the Customer's style guide. All reported findings to be based on data collected by the contractors or clearly referenced from other research.	98%

9.2. Payment will be made only when the Customer receives the outputs of a satisfactory quality linked to all the milestones.

- 9.3. The Customer reserves the right to terminate the Contract early in the case of poor Supplier performance and payments would only be made for satisfactory outputs already delivered.
- 9.4. The Customer will maintain a record of Supplier adherence to the agreed service level and performance timelines. Any non-adherence will result in performance review meetings between the Customer and the Supplier, to provide a full debrief and explanation as to why the service level agreement was not met. Improvement plans will also be established here.
- 9.5. Continued failure to meet the service level agreements, defined as twice within any rolling 3 month period, will trigger a performance review meeting and the drafting and implementation of an improvement plan. This improvement plan must be satisfactorily delivered within 30 days of the agreed plan. Where the Supplier fails to deliver a plan to the required standard, the Customer reserves the right to terminate the services in line with Appendix C - Terms and Conditions of RM6018 Research Marketplace.

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

- 10.1. The intellectual property of the reports and research commissioned will remain the sole property of the Customer. Should academic publication be a consideration for those tendering for the work, this is a possibility to be discussed with the RDBI team. Any publications arising directly from this research will be subject to expressly provided permission from the Customer.

**ANNEX B**

**Supplier Proposal**

REDACTED

**Part 2: Contract Terms**

**Please see Annex C**