

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

## Part 1: Letter of Appointment

Dear Sirs

### Letter of Appointment

This letter of Appointment dated 18<sup>th</sup> September 2020, 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: | TBC by Customer   |
| From:         | Ministry of Housing, Communities and Local Government (MHCLG) with offices at [REDACTED] ("Customer")     |
| To:           | Kantar UK Limited, a company registered in England and Wales under Company Number [REDACTED] ("Supplier") |

|                 |   |
|-----------------|---|
| Effective Date: | 22 <sup>nd</sup> September 2020   |
| Expiry Date:    | End date of Initial Period: 30 <sup>th</sup> October 2021<br>End date of Maximum Extension Period: Not Applicable<br>Minimum written notice to Supplier in respect of extension: Not Applicable |

|                    |  |
|--------------------|--|
| Services required: | Set out in Section 2, Part B (Specification) of the DPS Agreement and refined by:<br>The Customer's Project Specification attached at Annex A and the Supplier's Proposal attached at Annex B. |
|--------------------|--|

|                  |                 |
|------------------|-----------------|
| Key Individuals: | [REDACTED]      |
| [Guarantor(s)]   | Not Applicable. |

|   |  |
|---|--|
| Contract Charges (including any applicable discount(s), but excluding VAT): | £104,796.50<br><ul style="list-style-type: none"><li>Payment can only be made following satisfactory delivery of pre-agreed certified products and deliverables;</li></ul> |
|---|--|

|   |   |
|---|---|
|   | <ul style="list-style-type: none"> <li>• Before each payment can be considered, each invoice must include a detailed elemental breakdown of work completed and associated costs;</li> <li>• Acceptance procedure for deliverables – the Customer will review and sign off each milestone deliverable as set out in table 6.2 of Annex A.</li> </ul> |
| Insurance Requirements                  | No additional requirements.   |
| Customer billing address for invoicing: | [REDACTED]  |

|  |  |
|--|--|
| GDPR   | This can be found within RM6018 Contract Terms and Conditions, 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:**

**For and on behalf of the Customer:**

Name and Title:

Name and Title:

Signature:  
[REDACTED]

Date: [REDACTED]

Signature:  
[REDACTED]

Date: [REDACTED]

**ANNEX A**  
**Customer Project Specification**

## **1. PURPOSE**

- 1.1 The Ministry of Housing, Communities and Local Government (MHCLG)'s national evaluation of the Troubled Families Programme has shown it to be cost effective in achieving outcomes. The purpose of this commission is to examine how this impact is generated, and to identify best practice to refine and improve the programme
- 1.2 MHCLG are seeking to commission a contractor with relevant expertise to undertake qualitative research to strengthen the evidence base. The contractor will be responsible for producing a final report that brings together key findings.
- 1.3 Insights from the research could be used to inform the design of a successor to the Troubled Families Programme which will employ practices shown to support better outcomes for families and individuals. The findings will inform future research and evaluation activities, including trials of practices to measure the impact of different delivery approaches, under controlled conditions.
- 1.4 The Ministry of Housing, Communities and Local Government (MHCLG) may be referred to as “the Contracting Authority” throughout this document.

## **2. BACKGROUND TO THE CONTRACTING AUTHORITY**

- 2.1 The Ministry of Housing, Communities and Local Government (hereafter referred to as ‘the Contracting Authority’) aims to help create great places to live and work right across the country and to back communities to come together and thrive. The Contracting Authority strives to:
  - 2.1.1 Deliver the homes the country needs;
  - 2.1.2 Make the vision of the place you call home a reality;
  - 2.1.3 Support local government to deliver high quality services with sustainable finances;
  - 2.1.4 Create strong communities, socially, economically and a sense of place;
  - 2.1.5 Secure effective support for those effected by the Grenfell Tower disaster, delivering the changes this tragedy demands and ensuring people are safe and feel safe within their homes;
  - 2.1.6 Support a smooth exit from the European Union.
- 2.2 The Contracting Authority’s Departmental Plan can be found on the GOV.UK website.

### **3. BACKGROUND TO REQUIREMENT/OVERVIEW OF REQUIREMENT**

- 3.1 The Troubled Families Programme is an integral part of the Customer's objective to transform the ways local areas deliver their services for families with multiple complex needs, using the most cost-effective approach. The programme supports families to address a combination of the following six issues:
- 3.1.1 Crime and anti-social behaviour;
  - 3.1.2 School attendance;
  - 3.1.3 Financial exclusion and unemployment;
  - 3.1.4 Children in need;
  - 3.1.5 Domestic abuse;
  - 3.1.6 Health and well-being.
- 3.2 Guided by these aims, the programme has three principal objectives:
- 3.2.1 Improve outcomes for families with multiple complex needs;
  - 3.2.2 Transform local services;
  - 3.2.3 Provide savings to the taxpayer.
- 3.3 The Troubled Families Programme is delivered by local authorities who decide how to deliver the programme to meet local needs (e.g. children's services; crime; or unemployment) and the approach they take to working with families. The programme's focus is on interventions to tackle problems affecting whole families rather than individuals whose problems may be reinforced unless family dynamics are addressed. Across all local authorities, the "keyworker" model is central to delivery. The keyworker provides tailored support designed to help families overcome issues they may face, and to build resilience, so that families are better able to cope with issues as they arise in the future. The nature of this intervention differs between local authorities. They have flexibility to deliver the programme to best suit their local area and the specific needs of each family.
- 3.4 A large-scale quantitative impact evaluation of the programme was undertaken using propensity score matching (PSM). Data was collected about families on the programme alongside a control group of families facing similar issues, who were not on the programme. Using PSM, analysts have been able to isolate the impact of the programme. This evaluation showed that, overall, the programme is having a positive impact on families' lives across several key outcomes at a national level. On the programme, there are a smaller proportion of children

going into care, and a smaller proportion of adults and juveniles receiving custodial sentences, in comparison to the control group.

- 3.5 The Contracting Authority is confident that the programme overall is effective and is delivering value for money. The Cost Benefit Analysis showed that £1 of public money spent on the programme generates £2.28 of public value benefits and £1.51 of gross fiscal benefits.
- 3.6 The knowledge gap which this project seeks to fill is how the programme works, in particular the mechanisms and good practice which deliver results. This research could also usefully identify practices which are ineffective. The findings from this research will be used to fine tune the programme to improve the delivery of the programme to families.
- 3.7 The evaluation team at MHCLG has developed a method to compare the impact of the programme between different local authorities. Results from this analysis will help inform the selection of areas comprising the sample for the proposed research.
- 3.8 The Contracting Authority aims to explore what makes the programme effective in a small number of local areas which have been identified as higher or lower performing against selected outcome metrics. A 'what-works' approach will be taken; the core objective is to explore and understand how specific characteristics of the programme are effective in delivering positive outcomes for families in their local context. It will also be useful to identify practices which are ineffective or counterproductive.
- 3.9 In response to the Covid-19 pandemic, the Contracting Authority also aims to explore what works in the context of social distancing measures. The programme's main delivery mechanism to support families with multiple complex needs was face-to-face support from a keyworker. That support has now been curtailed and replaced with remote methods of support with little evidence on their effectiveness. As such, the Contracting Authority seeks: to understand how the delivery of the Troubled Families Programme has changed and adapted; to understand the changing levels of demand for services and needs of families on the programme; and to identify good practice which can be shared amongst local authorities.
- 3.10 Key research questions to consider as part of this project include:
  - 3.10.1 **Local Coordination:** What is the most effective form of coordination between healthcare, mental health provision, social care, police, social housing and the Troubled Families Programme at a local level. What are the enablers and barriers to coordination, and how can these be overcome?
  - 3.10.2 **Data:** How can local level data be better utilised as feedback to improve services, as a predictor of family outcomes and to flag up families for early intervention. Can local data be linked with national

level administrative data to increase and test its predictive power? What data is available at a local level which could be used to trial interventions, especially through randomised controlled trials?

- 3.10.3 **Keyworkers:** How can the approach of keyworkers best maximise impact, including through training, the intensity of service provision, performance management, generalist skills and the coordination of specialist services? How can keyworkers best approach family relational dynamics and strike the right balance between challenge and support to families?
- 3.10.4 **Families:** Is it possible to identify a typology of families and do these types have a typical journey of behaviour change? What are the drivers, enablers and barriers to this change? Could behavioural insights offer support in this area?
- 3.10.5 **Covid-19:** What impact has the Covid-19 pandemic had on the Troubled Families Programme and on the demand for services? How have the needs of families changed since the lockdown began? How have different local authorities responded and which approaches were more effective? How have the most vulnerable individuals been supported? What practices used to adapt to the crisis have been taken forward as the lockdown is eased?

3.11 The project will focus on the delivery of the programme and keyworker practices **both prior to, and during**, the social distancing measures introduced as a result of the Covid-19 pandemic.

## 4. DEFINITIONS

| Expression or Acronym | Definition  |
|-----------------------|---|
| Covid-19              | Means; Coronavirus Disease 2019.  |
| IAG                   | Means; Independent Advisory Group.  |
| MHCLG                 | Means; Ministry of Housing, Communities and Local Government (the Contracting Authority). |
| SLA                   | Means; Service Level Agreement.   |

## 5. SCOPE OF REQUIREMENT

5.1 The purpose of the research is to explore the primary research question: how does the Troubled Families Programme improve outcomes for families and which practices and approaches best drive positive outcomes for families?

5.2 Qualitative research conducted as part of the evaluation has explored the range of practices that keyworkers use when engaging with families. The proposed research is intended to build on those findings to establish which practices

promote better outcomes for families. The three main objectives of this investigation are:

- 5.2.1 To examine how the different elements of service delivery drive impact and identify good practice to optimise the programme to improve outcomes;
  - 5.2.2 To understand how practice can be adapted to support the range of families on the programme, and which practices are most effective for different types of family.
  - 5.2.3 To explore the response of local authorities to the Covid-19 pandemic, the changing levels of demand for services and need for families; the delivery of the programme against social distancing measures; and the practices taken forward and adopted for future work.
- 5.3 This piece of research is designed to explore practices before, during, and after social distancing measures were implemented. Therefore, Potential Suppliers should be aware that research instruments, data collection and findings should focus on the programme in period up to the start of lockdown, the period during and the period after. The Contracting Authority recognises that there will be discussion around the response to Covid-19; however, focus and attention should also be drawn back to 'business as usual' practices in the period before the start of lockdown.
- 5.4 The table below sets out the range of sources that will be included in the exercise. It sets out the Customer's vision for how responsibility will be assigned:



| Owner    | Activity   |
|----------|--|
| Customer | <ul style="list-style-type: none"> <li>• Produce a suitable sampling frame based on existing team knowledge and ongoing quantitative analysis.</li> <li>• Share reports and findings from previous research and analysis from the evaluation to support preparation and development of research materials.</li> <li>• Support the Supplier with advice and knowledge on the programme and methodological expertise.</li> <li>• 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.</li> </ul> |

|          |  |
|----------|--|
| Supplier | <p>Qualitative research:</p> <ul style="list-style-type: none"> <li>• Management of recruitment and fulfilling sampling quotas with support from the Customer.</li> <li>• Work with the Customer to agree and finalise the design of the research to be undertaken, including data collection method and analysis strategy.</li> <li>• Preparation of research materials such as interview guides and stimulus.</li> <li>• Conducting a research test phase to calibrate research materials and amend as required.</li> <li>• Conduct research in selected local areas to address the research questions set out in para 5.1.</li> <li>• Conduct interviews with key individuals and families to deepen our understanding of the programme and its effectiveness.</li> <li>• The Supplier will provide the opportunity for the Customer to attend analysis sessions virtually to collaborate on the interpretation of the data collected.</li> <li>• Discuss with data managers their data sharing practices to gather information on the quality of their data sharing operation and data management as well as to identify discrepancies in their data reporting.</li> <li>• Conduct exploratory research to gain insight into local data sources.</li> <li>• Establish what data sources and datasets local authorities hold which may be of use for future research and evaluation activities.</li> <li>• Use qualitative research to identify variables and data which could be tested through quantitative methods, especially Randomised Controlled Trials, for future research.</li> </ul> <p>Qualitative / Quantitative Research</p> <ul style="list-style-type: none"> <li>• Consider carrying out additional surveys/questionnaires (at a local level) or innovative methods of qualitative research which are practicable and could add value.</li> </ul> <p>Reporting:</p> <ul style="list-style-type: none"> <li>• Fortnightly meetings held via video conference or telephone and weekly written updates detailing recently completed tasks, upcoming activities and notifying the Customer of important developments on the project.</li> <li>• Interim written report that outlines key emerging findings which can feed into policy develop of a potential successor programme.</li> </ul> |
|----------|--|

|  |  |
|--|--|
|  | <ul style="list-style-type: none"> <li>• Work closely with the Customer to produce a final report that takes account of findings from this research project and findings from previous research and reports conducted by the Customer.</li> <li>• Present findings to the Customer, outline and explain key insights. Use quotes and examples from participants to illustrate findings. Respond to questions from the Customer, providing clarifications.</li> </ul> |
|--|--|

5.5 Potential Bidders shall take note of the information below when developing their bids:

5.6 Mandatory:

5.6.1 Whilst the Contracting Authority welcomes alternative approaches should Potential Suppliers identify an opportunity to improve or enhance the overall design of the research, any bid must clearly state how the chosen methodology addresses the primary research questions set out at para 5.1-5.2 and the issues set out at para 3.6-3.10;

5.6.2 The Successful Supplier shall be responsible for producing an interim report that will provide an overview of emerging findings after an initial ~20% of fieldwork has been completed, in Autumn 2020;

5.6.3 The Successful Supplier will also produce a final report that takes account of the diverse information that has been collected and clearly synthesises the key findings. It is intended that this report will be published in the summer 2021;

5.6.4 Alongside the final report, the Successful Supplier will also present findings from the research and analysis to the Contracting Authority. The Successful Supplier will convene a session to explain findings, using quotes and examples from fieldwork to illustrate insights, and take questions from the Contracting Authority providing additional detail and clarification where requested;

5.6.5 The Successful 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 Successful Supplier will be free to adjust their methods as the rules are eased.

5.7 Optional:

5.7.1 Potential Bidders shall invite and consider written evidence submitted either directly to themselves or to the Contracting Authority

throughout the duration of the Contract. They may also wish to engage with academics or other experts/researchers.

5.8 Out of Scope:

5.8.1 The Successful Supplier is not expected to investigate/report on: the impact of measured outcomes; cost assessments; local level impact; eligibility to the programme;

5.9 Further information to assist Potential Bidders:

5.9.1 The Project will be overseen by the Contracting Authority including policy officials and analysts. The Successful Supplier will be expected to have regular Project sessions with the Contracting Authority to discuss progress and expectations. The Successful Supplier will have access to expert knowledge of the programme and it is expected this will be utilised. The Contracting Authority will provide necessary information to the Supplier relating to previous findings and methodology;

5.9.2 The Contracting Authority has an established Independent Advisory Group (IAG) which is presented with regular updates and provides peer review of analysis and programme design. The Contracting Authority expects that members of the IAG will be presented with research findings and given an opportunity to comment and feed into the findings narrative. In addition, the Contracting Authority has existing contacts with local authorities and relevant organisations to assist with arranging local area visits.

## 6. THE REQUIREMENT

6.1 The objective of this research is to identify the drivers of positive change within the Troubled Families Programme (and practices which are ineffective) in order to derive policy lessons to improve the Troubled Families Programme.

6.2 The objective of the commissioned work (i.e. the role of the Successful Supplier) is to enhance and supplement the current evaluation results by exploring the drivers of positive outcomes. The aim is to produce a picture of: (1) why the programme might be having an impact, (2) where, in which part of the process, do families derive most benefit, (3) which families are more likely to benefit from the coordinated interventions and how can these be tailored to the needs of different types of family, (4) whether there are any practices which are ineffective or counterproductive.

6.3 As stated at para 4.5.1, the Contracting Authority is open to alternative methods of research. However, we have set out the following requirements should Potential Suppliers choose to frame their proposals using a case study approach:

6.4 Case Studies:

- 6.4.1 When selecting case study areas, the Contracting Authority will consider how to balance a range of variables including: local area impact analysis results; understanding of how areas work; levels of demand for general needs; the diversity of the local population; characteristics of the local area; etc. To ensure sufficient coverage and sensitivity to these variables, the Contracting Authority would expect at least ten unitary/district/borough case studies in total (from both areas believed to be performing well and those shown as not performing as well in national dataset analysis);
- 6.4.2 Pending what the chosen Successful Supplier deems to be deliverable, the Contracting Authority would expect case studies to involve a combination of:
- 6.4.2.1 Interviews with key individuals (and teams active within the local area who deliver the programme). The interviews should be conducted through virtual/remote methods (e.g. telephone) while social distancing measures are in place;
  - 6.4.2.2 Desk-based background/contextual research;
  - 6.4.2.3 Focus groups of Keyworkers conducted remotely (e.g. online forums);
  - 6.4.2.4 Research with families conducted remotely (e.g. telephone interviews), potentially mediated with key workers.
- 6.4.3 The Contracting Authority is keen to observe the research conducted and requests that the Successful Supplier shall make reasonable efforts to accommodate this where possible.
- 6.4.4 For each case study, the Contracting Authority will aim to provide a list of local organisations and groups we would like the Supplier to engage with. When engaging with these groups, the Successful Supplier shall consider:
- 6.4.4.1 Whether there are any local partnership arrangements in place to support family-based interventions;
  - 6.4.4.2 Any place-specific or local contextual features that may impact on the experiences of families.

## 6.5 Additional Requirements

- 6.6 The Successful Supplier will be expected to allow some flexibility throughout the contract for the Contracting Authority and the Successful 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).

- 6.7 The Successful Supplier will be expected to work collaboratively with the Contracting Authority – 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.

## 7. KEY MILESTONES AND DELIVERABLES

- 7.1 The following Contract milestones/deliverables shall apply:

| Milestone / Deliverable | Description  | Timeframe/Delivery Date                                     |
|-------------------------|--|---|
| 1                       | Full project outline including detailed plan for fieldwork. This will be preceded by earlier meetings and conversations with the Contracting Authority to understand analysis and work that has taken place to-date (including findings from the internal analysis). | Within two weeks of Contract being agreed                   |
| 2                       | Interim report   | 1 <sup>st</sup> February 2020 1 <sup>st</sup> November 2020 |
| 3                       | Completion of fieldwork and data collection  | October 2020 – March 2020                                   |
| 4                       | Analysis and discussion  | December 2020 – May 2021                                    |
| 5                       | Draft final report   | June 2021 – August 2021                                     |
| 6                       | Final report triangulating findings from all sources   | By 30 <sup>th</sup> September 2021                          |

## 8. MANAGEMENT INFORMATION/REPORTING

- 8.1 Throughout the Contract, regular progress meetings will be required between the Successful Supplier and the Contracting Authority, plus other meetings as necessary. Meetings will be conducted in accordance with social distancing rules at that time; using video conferencing or telephone when required. The Successful Supplier will be expected to take on board feedback from the Contracting Authority and other experts feeding into the project.

## 9. VOLUMES

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

## 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 shall present new ways of working to the Authority during Contract review meetings where applicable.
- 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 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.
- 12.2 All contractable deliverables must be of publishable quality under the Contracting Authority's name. The Contracting Authority will work with the Successful Supplier to analysis and interpret the data to form the final deliverables.

## **13. PRICE**

- 13.1 Prices are to be submitted via the e-Sourcing Suite Attachment 4 – Price Schedule excluding VAT and including all other expenses relating to Contract delivery.
- 13.2 The Total Contract Value (excluding VAT) is £105,000,00. Any bids over this amount will be deemed “non-compliant”. Any spend above this amount will require extra budgetary approval. The budget does not include scope for any ad-hoc activities or tasks to be completed.
- 13.3 Potential Suppliers are asked to submit their most competitive Day rates which will be evaluated and used to price for the ad-hoc requirements. Day rates submitted will remain firm throughout the life of the Contract. The Contracting Authority cannot guarantee any spend amount on this Call-off element.
- 13.4 Potential Suppliers are asked to submit their most competitive capped costs to deliver the requirement within the budget. There is no scope for additional tasks or work to be completed outside of what has been outlined in Section 6 “The Requirement”.

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

15.1.1



| 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. The assurance process shall be the Supplier's own that they discuss and convey to the Contracting Authority;   | 100%                              |
| 4       | Adhering to guidance | The Supplier shall adhere to the Customer's branding, data security and other guidance, (to be provided to the successful 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 fortnightly within 5 working days of a request and be available via telephone/email between Monday – Friday, 09:00 – 17:00. 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%                               |

15.2 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 requirement.

- 15.3 If any of the deliverables fail to meet the agreed quality service levels and performance the Contracting Authority reserves the right to consider early termination of the Contract as per the RM6018 Research Marketplace Dynamic Purchasing System (DPS) Terms and Conditions.

## **16. SECURITY AND CONFIDENTIALITY REQUIREMENTS**

- 16.1 The research will take place offsite. In the event that social distancing measures are relaxed it should be noted that the Successful Supplier may need to attend meetings at 2 Marsham Street where photo ID is required and bags and people are scanned.
- 16.2 The Contracting Authority 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 Contracting Authority. Project materials might include, for example, anonymised transcripts or data.

## **17. PAYMENT AND INVOICING**

- 17.1 The payment method for this Call-Off Contract is by bank transfer. The Contracting Authority will pay the Supplier within 30 days of receipt of a valid invoice that must include a Purchase Order (PO) number.
- 17.2 Payment can only be made following satisfactory delivery of pre-agreed certified products and deliverables.
- 17.3 Before payment can be considered, each invoice must include a detailed elemental breakdown of work completed and the associated costs.
- 17.4 Invoices should be submitted to:
- 17.4.1 **[REDACTED]**.
  - 17.4.2 Email address: **[REDACTED]**
- 17.5 All invoices must be specific to charges agreed at the end of each month/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.

## **18. CONTRACT MANAGEMENT**

- 18.1 The Successful Supplier and the Contracting Authority will convene at least fortnightly (or as required) to assess progress. The Successful Supplier will be expected to attend the meetings at each agreed review point, or if there are particular issues that need to be addressed.
- 18.2 At each review point, the Contracting Authority 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 Contracting Authority and the Supplier once in post.

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

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

## **19. LOCATION**

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

**ANNEX B – SUPPLIER PROPOSAL**

**REDACTED**

**Annex C**  
**Contract Charges**  
**REDACTED**