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1. PURPOSE

- 1.1. The Department for Levelling Up, Housing and Communities (here after referred to as the Authority) would like to commission an evaluation to assess the impact of the Changing Futures Programme.

2. BACKGROUND TO THE CONTRACTING AUTHORITY

- 2.1 The Authority is a ministerial department, supported by 12 agencies and public bodies.
- 2.2 The Authority's job is to create great places to live and work, and to give more power to local people to shape what happens in their area. Key responsibilities include driving up housing supply; increasing home ownership; devolving powers and budget to boost local growth in England; and supporting strong communities with excellent public services.
- 2.3 The research outlined in this Statement of Requirements links to the Authority's key objective of 'supporting strong communities with excellent public services' with the commitment to helping the most vulnerable people in society.
- 2.4 The current government has made the following relevant manifesto commitments: end rough sleeping by the end of this parliament; reduce reoffending and make the country safer; to treat mental health with the same urgency as physical health; to support all victims of domestic abuse; reduced drug related death rates; and to bring together local services to meet the health and housing needs of people sleeping on the streets.

3. BACKGROUND TO REQUIREMENT/OVERVIEW OF REQUIREMENT

- 3.1 The aim of the Changing Futures Programme is to improve the way that local systems and services work for adults experiencing multiple disadvantage, testing whether a more joined-up, person-centred approach in local areas and across government can improve outcomes. The learning from the Programme, including close and direct working with local areas, is intended to influence future government programmes and policy. The Changing Futures Programme is led by DLUHC in conjunction with a range of other Government Departments and agencies, including PHE, DWP, MoJ, HO, NHS England and DCMS. HMT are providing a total of £46m for the Programme through the Shared Outcomes Fund, and the National Lottery are providing an additional £17.9m. Within that budget, HMT allocated significant resources for a robust evaluation.
- 3.2 Multiple disadvantage is defined as experience of three or more of the following: offending, domestic abuse, homelessness, mental health issues and substance misuse. There are an estimated 363,000 people in this situation across

England. They are among the most vulnerable in our communities, and often experience entrenched disadvantage, trauma and health inequalities while experiencing barriers in accessing the support they need as public services struggle to respond. At the same time, they generate significant costs to the public purse through repeated but ineffective contact with local services, including emergency and criminal justice services. The most vulnerable adults in this situation are estimated to cost the state five times more than the average citizen per year.

- 3.3 The Programme was launched in December 2020 with the issue of the prospectus inviting areas to submit an Expression of Interest in the Programme: <https://www.gov.uk/government/publications/changing-futures-changing-systems-for-adults-experiencing-multiple-disadvantage>
- 3.4 The following 15 areas have been successful in bidding to deliver the Changing Futures Programme: Essex, Sheffield, Westminster, Kingston upon Hull, Sussex (covering West Sussex, East Sussex and Brighton), Leicester, Surrey, Northumbria (covering Northumberland, Newcastle, Gateshead, North Tyneside, South Tyneside and Sunderland), Bristol, South Tees (including Middlesbrough and Redcar & Cleveland), Plymouth, Lancashire (including Blackpool and Blackburn with Darwen), Nottingham, Greater Manchester and Stoke on Trent. Around half of these areas previously had funding from the Fulfilling Lives programme and a number of areas are also subscribed to the Making Every Adult Matter (MEAM) approach.
- 3.5 The Programme allows for a large degree of local flexibility. No particular model of service delivery, or mode of delivering system and service change is specified, instead a set of principles are stipulated. These are to:
- 3.5.1 Work in partnership across local services and the voluntary and community sector, building strong cross-sector partnerships at a strategic and operational level that can design and implement an improved approach to tackling multiple disadvantage;
 - 3.5.2 Coordinate support, and better integrate local services that support adults experiencing multiple disadvantage to enable a 'whole person' approach;
 - 3.5.3 Create flexibility in how local services respond to adults experiencing multiple disadvantage, taking a system-wide view with shared accountability and ownership leading to better service provision across statutory and voluntary organisations and a 'no wrong door' approach to support;

- 3.5.4 Involve people with lived experience of multiple disadvantage in the design, delivery and evaluation of improved services and in governance and decision making;
 - 3.5.5 Take a trauma-informed approach across local system, services and in the governance of the programme;
 - 3.5.6 Commit to drive lasting system-change, with long-term sustainable changes to benefit people experiencing multiple disadvantage and commitment to sustain the benefits of the programme beyond the lifetime of the funding.
- 3.6 On submitting delivery plans, each area was asked to submit their local Theory of Change which sets out the local context for the work, inputs and activities, short- and long-term outcomes, and the impact of these. These sit below the national Theory of Change which the Authority has developed (See Annex C).
- 3.7 Areas of varying sizes and geographies submitted delivery plans setting out the theory of change for their Programme, at the individual, service and system level and making clear how their delivery would be built on these principles (see Annex A for a high level description of the proposals from the Changing Futures areas).
- 3.8 Due to the local flexibility inherent within the Programme and the focus on system change, DLUHC commissioned a study to assess the feasibility of different evaluation options. This was undertaken by Cordis Bright and partners following a tendering process. The resulting report (included as Annex B.1 and B.2) has been used to shape the specification and is a resource to be drawn on in the bidding process and once the contract is in place.
- 3.9 Each Changing Futures area will have a data lead, who will be the key contact point in each area for the Suppliers. Changing Futures areas will collect and supply both monitoring data for the Programme and quantitative data to be used for the evaluation. The quantitative data to be collected includes baseline questionnaire data (based on an amended and shorter version of the questionnaire used as part of DLUHC's Rough Sleeping questionnaire data collection - <https://www.gov.uk/government/publications/rough-sleeping-questionnaire-initial-findings>) and quarterly monitoring data based on the outcomes framework.
- 3.10 We will also undertake administrative data linkage as part of the evaluation. This data will be linked externally to this evaluation contract, but with the data made available for analysis for both the intervention (and comparison group if feasible). The data to be collected should be assumed to include case level

data on welfare benefit receipt, cautions and convictions for criminal activity, A&E attendance and substance misuse treatment. Beyond this, there is also the possibility of also including data on evictions, ambulance call outs, and mental health data. The exact data variables to be included will be decided with the Suppliers.

4. DEFINITIONS

Expression or Acronym	Definition
Asset-based	An asset-based approach places the emphasis on people's and communities' assets and strengths, alongside their needs
CBA	Cost Benefit Analysis
CF	Changing Futures
DCMS	Department of Culture, Media and Sport
DELTA	DELTA is the online system provided by DLUHC to facilitate the collection of statistical data and the administration of grant applications
DLUHC	Department for Levelling Up, Housing and Communities
DWP	Department of Work and Pensions
Formative feedback	Ongoing feedback, capturing key learnings and encouraging an adaptive process for the Programme and evaluation
GMCA	Greater Manchester Combined Authority
HO	Home Office
MoJ	Ministry of Justice
MOU	Memorandum of Understanding – agreement between two or more parties to an intended common line of action
PHE	Public Health England
Support Contractor	Contractors providing support to local areas with programme delivery and capturing and sharing learning
Trauma-informed	Providing an environment where a person who has experienced trauma feels safe, can develop trust and is not re-traumatised.

5. SCOPE OF REQUIREMENT

- 5.1 The scope and objectives for this tender are as follows:
- 5.2 **Objective 1:** To provide evidence on whether (and why/how) Changing Futures has made a difference to how public service systems operate, including considering how system level changes affect the way services operate, are delivered, and are experienced by people who experience multiple disadvantage
- 5.3 **Objective 2:** To provide evidence on whether (and why/how) Changing Futures has made a difference to individuals who experience multiple disadvantage, considering both the relative impact of the direct service delivery models funded as part of the Changing Futures Programme and the impact of any system level changes brought about as part of the Programme, and how the roles and relative importance of the different aspects (may) develop over time
- 5.4 **Objective 3:** To assess the value for money of the Programme and make recommendations on the most effective use of any additional resources going into this area in future.

Overarching requirements

- 5.5 To work closely with the Authority, the Changing Futures Programme areas and the support contractors
- 5.6 To work in a trauma informed way, taking an asset-based approach to fieldwork as far as possible
- 5.7 The involvement of peer researchers in the design, fieldwork and analysis stages
- 5.8 Engagement with the advisory groups for the evaluation
- 5.9 Communication and collaboration with other relevant government evaluation contractors and with contractors undertaking any evaluations of local Changing Futures Programmes
- 5.10 To ensure the findings are disseminated in a way that maximises learning across all relevant stakeholders – including the Changing Futures local areas, other local government and service areas, national government and evaluation participants

Out of scope

5.11 The following activities are out of scope of the requirement:

- 5.11.1 Taking forward any administrative data linking (not analysis of the data), including further linking towards the end of the programme
- 5.11.2 Directly collecting quantitative case level information on all Changing Futures participants (who consent). Data collection of baseline data, quantitative monitoring data, additional data to understand the service model and engagement data will be undertaken by the Changing Futures areas themselves
- 5.11.3 Responsibility for developing the appropriate privacy information
- 5.11.4 Ensuring the appropriate privacy information reaches the Changing Futures participants of the quantitative data collection

6. THE REQUIREMENT

- 6.1 DLUHC is looking for a creative multi-method approach to meeting the objectives.
- 6.2 *Objective 1: To provide evidence on whether (and why/how) Changing Futures has made a difference to how public service systems operate, including considering how system level changes affect the way services operate, and are delivered and experienced by people who experience multiple disadvantage*
- 6.3 In terms of defining system and service levels, the following broad definitions apply. The system level includes actors at national and local government level who play a strategic role in funding and commissioning services for people who experience multiple disadvantage. Explorations of system change will need to take into account issues such as a preparedness to change and commitment to a learning approach – including understanding incentives for actors in different parts of the system, learning from people with lived experience of multiple disadvantage; strategic leadership; multi-agency partnerships and working including information sharing, commissioning structures and practices, and systems of support. As part of this we are interested in understanding the interactions of the various local and national funding streams at a local level.
- 6.4 The service level includes actors in local systems, delivering and procuring services that will be used by the cohort. Explorations of service change will need to consider how support is delivered, including how co-ordinated/integrated it is; how decisions and practices are influenced by people with lived experience of multiple disadvantage; access to and engagement with services and changes within the workforce delivering support (both management and front line).

- 6.5 This specification does not define the system or service level outcomes to be measured in the evaluation, though we expect the supplier to outline how they will develop proposals for understanding the most appropriate measures as part of this tender process, drawing on the feasibility study report findings and the Theory of Change for the Programme and to make recommendations early in the contract. Similarly, we are not prescriptive about methodologies and are looking for the supplier to put together a creative package of research that will best meet our objectives.
- 6.6 In planning for Objective 1, the Magenta Book update on handling complexity may be useful:
- https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/879437/Magenta_Book_supplementary_guide_Handling_Complexity_in_policy_evaluation.pdf
- 6.7 This will include testing, refining and further developing our Theory of Change (see draft attached at Annex C) and should draw on existing evidence where applicable.
- 6.7.1 **Objective 1a.** To provide evidence on the extent to which system and service level change has occurred within Changing Futures areas and the nature of the changes, using a range of methods. This should include (but not be limited to) System Mapping work undertaken with local areas.
- 6.7.2 **Objective 1b.** To provide evidence on the mechanisms and factors, or packages of factors that enable (and disable) system and service level change, considering both national and local factors within that and using a range of primary methods. This will include testing our programme theory of change at the relevant levels and making recommendations for how to measures service and system level outcomes. This should also reference existing evidence.
- One such mechanism for consideration should be the role of the voluntary sector in service (and system) change, including the interaction between the voluntary and statutory sectors and on whether or not there are differences in the way voluntary and statutory services reach and interact with people.
- 6.7.3 **Objective 1c.** To provide evidence from 2-3 thematic ‘deep dives’ on system change from a selected group of Changing Futures areas (expected to involve 4-6 areas each). The ‘deep dives’ should be identified in conjunction with Changing Futures areas and agreed with

DLUHC following the start of the contract, but current suggestions include culture and practice of risk management and risk sharing, trauma informed practice, the role of lived experience, and commissioning.

This should include a Rapid Evidence Assessment per theme and primary research with later reporting requirements (which references the evidence from the REAs).

- 6.7.4 **Objective 1d.** To make an assessment of the sustainability of the system and service level changes made within the Changing Futures Programme areas, identifying factors that promote or limit sustainability and considering the extent to which the Programme could be expanded. This should include making recommendations for national government on the system level approaches that have the greatest potential to lead to better services and outcomes.
- 6.7.5 **Objective 1e.** To support Social Finance (the area support contractor) to provide formative feedback to Changing Futures Programme areas and provide learning and recommendations to National Government. This should capture key learnings and facilitate adaptive changes to be made. A summary of the learning outcomes from the formative element should be captured in reports.
- 6.8 The support contractor will be leading on the mechanisms for delivery of learning through the course of the programme, including responsibility for event venue and set up costs. Both the evaluators and support contractors will provide content and ensure there is a coherent offer that enables learning to be shared effectively between Changing Futures areas. In addition to more general formative evaluation and feedback, one aspect the Supplier should consider is how learning processes work within local areas and across the programme, including at national level and to consider particularly the role of national support provider.
- 6.9 You can find initial information on the area support contract here: <https://www.contractsfinder.service.gov.uk/Notice/cf22b2c8-6ad9-4b50-a4f7-2933878eb427>).
- 6.10 *Objective 2: To provide evidence on whether (and why/how) Changing Futures has made a difference to individuals who experience multiple disadvantage, considering both the relative impact of the direct service delivery models funded as part of the Changing Futures Programme and the impact of any system level changes brought about as part of the Programme, and how the roles and*

relative importance of the different aspects (may) develop over time as system changes become embedded.

- 6.11 We expect this objective to use a mix of methods and analytical approaches, including qualitative research. As indicated in the introductory section, the Changing Futures areas will be collecting case level information to be used for the evaluation. This includes baseline information on all participants (who consent) engaged in the programme by March 2022 (and possibly into the first quarter of 22/23) and repeated collection of outcome data for all participants (quarterly). The outcomes data will be used for monitoring purposes as well as evaluation purposes and therefore monitoring data will be collected for all participants but baselining will be restricted to people engaged in the Programme at an earlier stage, who will form the intervention group for quantitative analysis. Successful Changing Futures areas have made commitments to engage in the evaluation as part of the MOUs agreed with the Authority.
- 6.12 The individual level outcomes for quantitative data collection are set out in the draft outcomes framework (Annex E). The draft baseline questionnaire is included as Annex F.
- 6.13 The quantitative monitoring data will be collected quarterly. The majority of outcomes data (and baseline data) will be collected from individuals directly through interviews via DELTA: DLUHCs online system to collect statistical data. However, some data will also be collected from services and support staff about individuals, as noted in the outcomes framework (Annex E). This will also include information about dates of referral, date of programme engagement and dates related to positive or negative move from the programme. (The means of sharing this data with Suppliers is to be confirmed). Suppliers will be able to download data from DELTA in order to conduct analysis for the evaluation and data cleaning for returning data to the Programme areas.
- 6.14 This Objective will include testing, refining and further developing our Theory of Change (see draft attached at Annex C) and should draw on existing evidence where applicable.
- 6.14.1 **Objective 2a.** To understand if and how outcomes (including wellbeing, social and financial inclusion, offending behaviour, health and housing outcomes, employment related activity) for participants receiving a Changing Futures intervention have changed over the course of the Changing Futures Programme, based on data collected by services (see Annex F) and administrative data.

- 6.14.2 This will include defining what is meant by an improved outcome based on the metrics which have been collected and analysis to:
- understand the characteristics of people supported by the Changing Futures interventions, using questionnaire data and monitoring data (and whether the people participating in the evaluation appear similar to the total population)
 - develop our understanding of whether different Changing Futures service approaches lead to different outcomes and whether interventions work better for some people than others. As part of this, we are interested in testing the hypothesis that improved experiences of services (such as feeling listened to) is associated with better outcomes (based on limited quantitative data collected on experiences of services and types of support received – see Annex F).
- 6.14.3 In addition to data processing and the analysis of the data for the evaluation, this objective will require:
- (i) training to be provided to Changing Futures areas to support trauma informed data collection and on using DELTA
 - (ii) the return of cleaned data to each area on a six monthly basis to enable Programme areas to use their data at a local level
 - (iii) providing aggregated reports to the Authority on a six monthly basis.
- 6.14.4 Training may also need to cover the collection of personal identifiers in a consistent way across the cohort, to enable future administrative data linking.
- 6.14.5 The Authority has information which can be provided to help create a training package for DELTA; this can be shared with the Supplier to support with engaging areas and training soon after the contract commences. This can be adapted and developed to cover some of the technical aspects of the training required. The Area Support contractor, Social Finance, may also be able to provide support with the trauma informed element of the training. Incentive vouchers should also be included and costed, for baseline interviews only.
- 6.14.6 We will be undertaking an early review of the data collection process in early 2022 and this may result in additional training requirements.

6.14.7 **Objective 2b.** To provide theory-based and qualitative primary evidence to help explain the resulting outcomes for people on the Changing Futures Programme and the role and contribution of the Programme, including the impact of system level changes on individuals. Outcomes under consideration should include the findings from Objective 2a but should not be limited to this. This Objective will include testing, refining and further developing our Theory of Change and should on relevant literature.

6.14.7.1 This should include evidence of how change at the system level and service level interacts, and the difference it makes to individuals experiencing multiple disadvantage and how this may change over time.

6.14.7.2 As part of this we're interested in testing the hypothesis that the greater the system level transformation, the less need there is for additional, direct and bespoke service delivery models to work with people who experience multiple disadvantage to improve outcomes, and the limits to this.

6.14.7.3 **Objective 2c.** To undertake and report on the feasibility of undertaking a robust impact evaluation (and associated cost benefit analysis) based on a suitable comparison group. The objective of this impact evaluation would be to test the impact of a common 'model' funded by Changing Futures, rather than the impact of the funding more broadly. This will involve:

- (i) Work to understand the similarities and differences across delivery approaches based around a trauma informed multi-disciplinary team and the involvement of people with lived experience (please see Annex A for an indication of which areas might be relevant). This should include recommendations on whether it is possible to describe the approaches as a 'model' suitable for testing. Beneficiaries from the areas operating this 'model' (if applicable) would form the intervention group for the impact evaluation.
- (ii) Analysis to identify 15-20 local areas which are suitable comparison areas from which to identify individuals who could form a suitable comparison group.
- (iii) Pilot individual level questionnaire fieldwork in 5-7 local areas and aggregated data reports for those local areas.

Fieldwork will be undertaken in a range of services within those areas (including but not limited to: domestic abuse, homelessness, substance misuse and prisons and probation). Personal identifiers should be collected and the supplier should ensure all data protection requirements are met. Payments for incentive vouchers should also be included in costings.

It is expected that fieldwork in each local area will lead to 110-140 successfully completed interviews per area. The questionnaire will be the same as the baseline questionnaire used in Changing Futures areas and will be provided by the Authority. Please note: the Supplier will be expected to provide the data platform for this.

The Authority and our partners from across government will provide an introduction to the research at a local level and contact details for local authority personnel in the pilot areas, and other services where possible. The Supplier will be responsible for engaging with appropriate services and arranging fieldwork, although the Authority will be available to assist when necessary.

- (iv) Analysis of data from the Changing Futures cohort (particularly related to (i)) and from the pilot fieldwork to assess the potential for this approach to identify a suitable comparison group which we expect this might involve propensity score matching.
- (v) Recommendations on the approach to collect the data required for an impact evaluation, including any further baselining work as well as any follow up work, and what further resources would be required to meet this objective (if applicable).

6.15 *Objective 3: To assess the value for money of the Programme and make recommendations on the most effective use of any additional resources going into this area in future.*

6.16 This should include consideration of the value for money of system level change activity, as well as the value of the additional, bespoke, and direct services for individuals provided as part of the Programme, and the interaction between the two.

6.17 The Authority will be collecting additional data to understand the service model on a quarterly basis alongside area delivery plan updates from Programme areas. This includes: numbers of FTE staff employed, current case load per FTE for frontline staff, line management responsibility, training provision, reflective practice provision, personal budgets spent and what these are spent on. Data

provided to the Authority for monitoring can be used by the evaluation contractor to support delivery of this objective and Suppliers are invited to make suggestions for additional data to be included as part of the monitoring requirements in their tenders if it would help meet this objective. For example, further data could also be collected on staff working hours and estimated overtime hours.

- 6.17.1 **Objective 3a.** To collect data on system level change inputs (and costs) where this is not covered by monitoring data and make an assessment of the value for money of the system changes associated with the Changing Futures Programme. This should inform and be based on recommendations for measuring system level outcomes and should recognise the time it takes for system level changes to embed. This should also include analysis on how changes affect different elements of the system and whether interventions can be delivered more efficiently because of system level changes.

We are not expecting this to provide us with a comprehensive understanding of the costs of the whole system and how system change affects these but would like the Supplier to consider this as part of the evaluation contract and make recommendations on the best approach to achieve this.

- 6.17.2 **Objective 3b.** To understand and report on the costs of delivering Changing Futures services to individuals and how this might change over time. For example, a particular factor to test might be whether the resource costs associated with delivering co-ordinated, whole person approaches change over time as more or less (or different) staff resource is required (e.g. to identify the right person to speak to in another organisation, to overcome concerns about information sharing) dependant on the extent to which system change is embedded or staff turnover is affected. These should be linked to the system level change inputs where relevant and feasible e.g. understanding if improved data sharing plays a role.

- 6.17.3 **Objective 3c.** To monetise (i) any changes in service usage across the system (e.g. using the GMCA database, or any other appropriate data source), (ii) the wider associated costs to the state (e.g. benefits and housing costs) and (iii) personal outcomes (e.g. through the use of quality adjusted life years/other relevant methodologies) to understand the value for money of the Programme. This should include consideration of any non-fiscal benefits of the programme as well as fiscal benefits.

- 6.17.4 **Objective 3d.** To draw conclusions about the value for money of the programme across the system, service and individual level, including whether it is better value for money to focus resources on one particular level or across multiple levels and whether and how this balance might change over time.

Information/materials to be supplied by DLUHC to contractors

- Monitoring data through the course of the contract
- Information on funding and initiatives in different LAs across England
- Materials to support development of DELTA training (for Objective 2a)

7. KEY MILESTONES AND DELIVERABLES

- 7.1 Potential providers will set out how they propose to conduct fieldwork and analysis in order to meet the milestones set out below.
- 7.2 Potential providers must note the following project milestones that the Authority will measure the quality of delivery against. Payments will be attached to relevant payment milestones.

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Appendix A – Statement of Requirements
Changing Futures Programme Evaluation
Contract Reference: CPD/004/121/126

Milestone	Objective	Description	Timing
1		Inception meeting & report setting out any minor amendments to the bid following initial engagement CF areas, to be incorporated into the contract	November 2021
2	2a	Initial training provided to CF areas and data collection system set up ahead of baseline data collection	From November 2021 (with payment in March 2022)
3	2c	Recommendations for suitable areas in which to undertake comparison fieldwork	December 2021
4	2a	Short report on the quality of the data from Changing Futures area and actions to be taken to address any shortfalls	February 2022
5	2c	Fieldwork in comparison areas	March 2022
6	1a, 1b, 3a	Recommendations for measuring system and service level outcomes and the approach to applying these in a value for money assessment, and a report on initial System Mapping (not for publication)	March 2022
7	1c	Rapid Evidence Assessments covering 2-3 themes (literature reviews to be published)	March 2022
8	2c	Interim report on the analysis conducted on initial baseline cases across intervention areas and feasibility report from Objective 2c	April 2022
9	2a	Interim data provided to Changing Futures areas ,aggregated data reports for DLUHC and comparison areas and full cleaned dataset so far provided to DLUHC	Early May 2022
10	1, 2	Interim report (including completed baselining across intervention areas and other fieldwork)	August 2022
11	2a	Data provided to Changing Futures areas and aggregated data report for DLUHC	Early November 2022
12	All	Interim report (including on outcomes and research and analysis) and early value for money analysis (not for publication)	February 2023
13	2a	Data provided to Changing Futures areas and aggregated data report for DLUHC	Early May 2023
14	2a	Full cleaned data set provided to DLUHC from Changing Futures area data	July 2023
15	All	Interim report (including on outcomes and research and analysis) – for publication	August 2023
16	All	Final reports including on outcomes, including analysis of administrative data and economic evaluation, and full cleaned data set provided to DLUHC.	June 2024

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8. BREAK CLAUSES

- 8.1 The contract will be subject to a break clause dependent on the availability of funding beyond March 2023, meaning that if funding is not available the contract will come to an end in March 2023. The Authority will give a minimum of one months' notice before invoking this.
- 8.2 Please note that if this break clause is initiated the contract milestones will be subject of a review with the expectation that milestones due for completion soon after March 2023 will be brought forward, and appropriate alterations made for any impact on what can be delivered.
- 8.3 The contract will also be subject to a break clause related to Objective 2c only, whereby work on Objective 2c (iii to v) should not go ahead if suitable comparison areas cannot be identified in 2c(ii).
- 8.4 At the time of publication of this procurement exercise it is DLUHC's intention that Objective 1, 2 and 3 will go ahead. You should note that DLUHC reserves the right to not proceed with Objectives 2c (iii to v) in accordance with 8.3 of this specification. Accordingly, should DLUHC not proceed with Objectives 2c (iii to v), then the Supplier will not be required to supply Objectives 2c (iii to v) and thus DLUHC will not be obligated to pay for Objectives 2c (iii to v).
- 8.5 This contract will be subject to a contract review in Summer 2023 if some administrative data cannot be released from within Government.
- 8.6 Some of the required research is dependent on the ability of service staff and researchers to undertake face to face fieldwork from November 2021. If the pandemic affects this, or the implementation of the Programme, the contract objectives and milestones will have to be reviewed and re-issued.
- 8.7 The indicative price range of £835,000 to £960,000 (excluding VAT) is to cover all key milestones and deliverables specified in the table at section 7 Key Milestones and Deliverables.

9. OPTION TO EXTEND

- 9.1 The contract will be subject to a review in April-May 2022 in light of output for Milestones 3 and 8. Following this review, the Authority may request any additional work required. This may also lead to an extension to the contract end date by up to 3 months. The Authority will give a minimum of 1 months' notice before invoking this and any such changes shall be formally agreed via the Contract Variation process.

- 9.2 Separately we reserve the right to extend the contract in blocks of 6 months, for a maximum of one year, in the case of delays to the implementation of the programme, delays to administrative data linking, or other events beyond the control of the contractors. The Authority will give a minimum of 1 months' notice before invoking this.
- 9.3 The overall duration of all extension options will be 15 months (across extensions specified in 9.1 and 9.2).
- 9.4 The Contract will be for an initial term up to June 2024, but may come to an end in the following instances:
- 9.4.1 March 2023 (in accordance with break clause at 8.1)
 - 9.4.2 September 2024 (in accordance with extension option at 9.1)
 - 9.4.3 April 2025 (in accordance with extension option at 9.2)
 - 9.4.4 October 2025 (in accordance with extension option at 9.2).

10. MANAGEMENT INFORMATION/REPORTING

- 10.1 The Supplier will provide all written outputs in plain English, and for these to be quality assured and proof read by the Supplier before submission to the Authority. Outputs will adhere to the Authority's style guide/publication template (Annex D).
- 10.2 All outputs must be submitted to the Authority in draft, allowing two weeks for the Authority and the Advisory Group to provide comments, and a further two weeks for the Supplier to make adjustments and submit revised reports within the timeframe set out above, unless otherwise agreed beforehand.

11. ETHICS

- 11.1 We expect research to be carried out to the highest ethical standards, and that ethical approval should be gained for any data collection conducted by the Supplier, including qualitative research elements and in undertaking work on Objective 2c. Please set out how you would achieve this in the timescales required.
- 11.2 People carrying out fieldwork with clients should be appropriately trained to work with vulnerable people and (working with local areas) manage and handle any safeguarding issue that may arise. We expect the fieldwork to involve peer researchers.

- 11.3 The commissioning and management of the research will be done in accordance with Government Social Research ethics. See checklist and guidance:

- 11.4 https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/515296/ethics_guidance_tcm6-5782.pdf

12. GOVERNANCE

- 12.1 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.
- 12.2 The Supplier will engage with the Advisory group for this research and take forward actions that result from meetings and input from this group as agreed with the Authority.

13. CONTINUOUS IMPROVEMENT

- 13.1 The Supplier will be expected to continually improve the way in which the required Services are to be delivered throughout the Contract duration.
- 13.2 The Supplier should present new ways of working to the Authority during quarterly Contract review meetings.
- 13.3 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.

14. QUALITY

- 14.1 The Supplier must follow the style guide set out in Annex D.

15. PRICE

- 15.1 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.
- 15.2 The indicative price range is £835,000 to £960,000 (excluding VAT). Prices may be submitted below this range, but as a matter of course we will investigate any abnormally low bids. The Authority also reserves the right to exclude bids above this budget threshold.
- 15.3 The response to this tender should present costs against each milestone in section 7.

16. STAFF AND CUSTOMER SERVICE

- 16.1 The Supplier shall provide a sufficient level of resource throughout the duration of the Contract in order to consistently deliver a quality service.
- 16.2 The Supplier's staff assigned to the Contract shall have the relevant qualifications and experience to deliver the Contract to the required standard.
- 16.3 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.

17. SERVICE LEVELS AND PERFORMANCE

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

KPI/SLA	Service Area	KPI/SLA description	Target
1	Research	The Supplier will ensure all analysis is quality assured before it is submitted to the Authority and a record of the quality assurance actions undertaken is submitted alongside draft reports containing analysis.	100%
2	Research	The Supplier will ensure all research tools are signed off by the Authority and any revisions made within 14 days.	100%
3	Reporting	The Supplier will update the Authority (either through teleconferencing or face to face) at the end of each week to update on progress as well to provide the following week's plan.	100%
4	Reporting	The Supplier will be required to provide all written outputs in plain English, and for these to be quality assured and proof read by the Supplier before submission to the Authority. Outputs will adhere to the Authority's style guide/publication template (Annex D).	100%
6	Governance	The Supplier must address any comments and concerns raised by the advisory group relating to any draft report or analysis as advised by the Authority, within 2 weeks.	100%
7	Governance	The Supplier must provide the Authority with a log of how comments and revisions have been	100%

		addressed for every piece of work submitted.	
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18. SECURITY AND CONFIDENTIALITY REQUIREMENTS

- 18.1 This section should be read in conjunction with Schedule 7.
- 18.2 The Supplier must employ the appropriate organisational, operational and technological processes and procedures to keep participants data safe from unauthorised use or access, loss, destruction, theft or disclosure. The organisational, operational and technological processes and procedures adopted are required to comply with the requirements of ISO/IEC 27001 or equivalent; and Cyber Essentials <https://www.gov.uk/government/publications/cyber-essentials-scheme-overview>
- 18.3 The Supplier will securely process and store personal data in accordance with the Data Protection Act. The Supplier must include a clear technical explanation of the organisation's security standards and what measures will be in place to keep the personal and pseudonymised data secure and separate. If more than one organisation is processing personal and pseudonymised data for this contract, the lead contractor must ensure all the organisations involved meet the required data security standards.
- 18.4 The 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 Authority. Project materials will include datasets and data dictionaries and may include transcripts of interviews.

19. PUBLICITY, MEDIA AND OFFICIAL ENQUIRIES

- 19.1 The Supplier must abide by all terms and conditions of the contract including the requirement to not make any press announcements or to publicise the contract in any way without the Authority's prior written approval.
- 19.2 The Supplier is not permitted to disclose any data or findings outside of the central project team other than where data or findings are being shared with the ONS and local areas.

20. PAYMENT AND INVOICING

- 20.1 Payment can only be made following satisfactory delivery of pre-agreed certified products and deliverables.
- 20.2 Payments shall be made in milestones and in line with Key Milestones as per Section 7.
- 20.3 Before payment can be considered, each invoice must include a detailed elemental breakdown of work completed and the associated costs.
- 20.4 Invoices should be submitted to: **Department for Levelling Up, Housing and Communities, Invoice Processing team**, Finance Shared Services Division, High Trees, Hillfield Road, Hemel Hempstead, Herts, HP2 4XN. Tel:0303 444 (x2300), Email: CLGInvoices@communities.gsi.gov.uk

21. CONTRACT MANAGEMENT

- 21.1 Attendance at Contract Review meetings shall be at the Supplier's own expense.

22. LOCATION

- 22.1 The location of the services will vary. However, contract reviews and meetings with the Authority will be conducted online via Microsoft Teams or in London, 2 Marsham Street.