

## 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 **11<sup>th</sup> February 2021** is issued in accordance with the provisions of the DPS Agreement (RM6018) between CCS and the Supplier.

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

Contract Number:	con_18686
Order Number:	TBC
From:	<b>Data and Analytical Services (DASD)</b> & Security Investment Programme Ministry of Justice 3rd Floor, 10 South Colonnade, Canary Wharf,

	LONDON E14 4PU (" <b>Customer</b> ")
To:	IPSOS MORI UK LIMITED 3 Thomas More Square London E1W 1YW (" <b>Supplier</b> ")

Effective Date:	<b>15<sup>th</sup> February 2021</b>
Expiry Date:	End date of Initial Period: <b>28<sup>th</sup> February 2022</b> End date of Maximum Extension Period: <b>N/A</b> Minimum written notice to Supplier in respect of extension: <b>N/A</b>

Services required:	Set out in Section 2, Part B (Specification) of the DPS Agreement and refined by: the Customer's <b>Project Specification attached at Annex A</b> and the <b>Supplier's Proposal attached at Annex B</b>
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Key Individuals:	<b>REDACTED</b> - Senior Social Researcher <b>REDACTED</b> - Principal Research Officer <b>REDACTED</b> - Head of Prisons Safety and Security, Justice Data Lab and Statistical Projects, Flexible Pool, DASD (" <b>Customer</b> ") And <b>REDACTED</b> – Project Director <b>REDACTED</b> – Project Manager  Delivery team <b>REDACTED</b> (" <b>Supplier</b> ")
[Guarantor(s)]	N/A

Contract Charges (including any applicable discount(s), but excluding VAT):	<b>REDACTED</b>  <b>These costs are commercially confidential and not to be disclosed for three years from the proposal submission date.</b>
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Insurance Requirements	<b>Insurance</b> As per terms (Clause 19 of the Contract Terms)
Liability Requirements	<b>Suppliers limitation of Liability</b> (Clause <b>Error! Reference source not found.</b> of the Contract Terms);
Reimbursable Expenses	<p>Not permitted unless approved in advance by the Customer and in line with MoJ Policy.</p> <div data-bbox="667 577 719 638" data-label="Image"> </div> <p>Travel and subsistence policy and</p>
GDPR	See Contract Terms Schedule 7 (Processing, Personal Data and Data Subjects)
Alternative and/or additional provisions (including Schedule 8 (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: IPSOS MORI UK LIMITED**

Name and Title	REDACTED
Signature	REDACTED
Date	REDACTED

**For and on behalf of the Customer: Data and Analytical Services (DASD) & Security Investment Programme, Ministry of Justice**

Name and Title	REDACTED
Signature	REDACTED
Date	REDACTED

## ANNEX A

### Customer Project Specification

To be determined by the Customer at Call for Competition stage

#### 1. Introduction

The **Ministry of Justice** is a major government department, at the heart of the justice system. We work to protect and advance the principles of justice. Our vision is to deliver a world-class justice system that works for everyone in society. We are responsible for these parts of the justice system:

- Courts
- Prisons
- Probation services
- Attendance centres

The organisation works together and with other government departments and agencies to bring the principles of justice to life for everyone in society. From our civil courts, tribunals and family law hearings, to criminal justice, prison and probation services. We work to ensure that sentences are served and offenders are encouraged to turn their lives around and become law-abiding citizens. We believe the principles of justice are pivotal and we are steadfast in our shared commitment to uphold them.

**Her Majesty's Prison and Probation Service** is an executive agency, sponsored by the Ministry of Justice, supported by 2 agencies and public bodies. HMPPS is to here to prevent victims by changing lives. We work with our partners to carry out the sentences given by the courts, either in custody or the community.

We reduce reoffending by rehabilitating the people in our care through education and employment. The agency is made up of Her Majesty's Prison Service, the National Probation Service and a headquarters focused on creating tools and learning.

Within England and Wales, we are responsible for:

- running prison and probation services
- rehabilitation services for people in our care leaving prison
- making sure support is available to stop people reoffending
- contract managing private sector prisons and services such as:
  - o the prisoner escort service
  - o electronic tagging

Through **HM Prison Service**: we manage public sector prisons and the contract for private prisons in England and Wales.

Through the **National Probation Service**: we oversee probation delivery in England and Wales including through community rehabilitation companies.

## **2. Background to the Requirement**

**REDACTED**

## **3. Requirement**

### **Mandatory**

- The key requirement is for a process evaluation of the MARSOC Early Adopter Phase, including a formative evaluation element. The evaluation will be designed to be utilisation-focused and provide real-time feedback leading to the continuous development of the programme. A formative approach is important for allowing changes to be made in the Early Adopter Phase before further roll-out in years 1 and 2.
- The evaluation design will need to have several phases and room to re-think methodology between each of these stages. The contractor will present/provide updates at the Delivery Boards and adaptive changes based on their recommendations may subsequently be made by the MARSOC Team.
- An MoJ analyst will coordinate the day-to-day running of the contract. The contractor will be expected to provide regular updates about their work and stick to agreed dates for delivery of outputs. All research tools will be signed off by the lead MoJ analyst on the project before they are used. The lead MoJ analyst will quality assure all outputs produced by the contractor.
- The preferred supplier's proposed methodology will need to be compliant with the restrictions on face-to-face research associated with Covid-19 and will need to change in response to changing restrictions. It is envisaged that at least Phase 1 will need to take place online.
- The MARSOC National Team are developing a set of performance indicators which will track key programme outputs on a regular basis. The evaluator will have access to this data as the evaluation progresses and will need to use it to shape their evaluation approach and subsequent reporting.
- The chosen supplier must have experience of delivering large-scale evaluations, involving both quantitative and qualitative methods.

### **Desirable**

- It may also be beneficial for the contractor to have specific experience in process evaluation, formative evaluation and conducting research in the criminal justice and serious organised crime contexts.

Potential suppliers are asked to lay out what they see as the best methodology for innovatively addressing the research questions set out under section 4. However, a possible way of addressing these questions is set out below:

Phase 1 (February- March)

**REDACTED**

Phase 1 feedback loop (late March)

**REDACTED**

Phase 2 (April- June)

**REDACTED**

Phase 2 feedback loop (late June)

**REDACTED**

Phase 3 (July- September)

**REDACTED**

Phase 3 feedback loop (late September)

**REDACTED**

Optional Phase 4 (October)

**REDACTED**

Phase 5 (November-December)

**REDACTED**

Participant observation may be a beneficial methodology to use in this process evaluation to understand the functioning of regional hubs in depth, though the feasibility of using this method is reliant on the situation with Covid-19.

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**Mandatory: in their bids, contractors must include the following elements:**

- Details of the project team that will be involved in working on the project, outlining their roles and responsibilities and the number of days on the project broken down by key areas of work
- Details of the skills and experience of the project team
- How the contract will be delivered in the event of staff changes during the project
- How they will keep the MoJ evaluation team updated on the progress of the project
- Describe in detail how they will manage this project to ensure that it runs smoothly, specifying the project management techniques that will be used.
- Identify risks associated with the successful completion of the project and how they plan to mitigate them. Contractors must provide a full risk register for all elements of the project.
- Details of planned quality assurance procedures.

## **Mandatory: costings as part of bids**

Contractors should fill in the blank Excel Pricing Schedule; each part of this project should be costed separately. In addition, staff rates must be specified and a detailed breakdown of the proportion of time spent by key staff on the different elements of the research provided. Costs should be exclusive of taxes and VAT.

The proposed costs should be submitted as a separate document from the rest of the bid. You should include details of the data collection and data analysis costs; what activities each member of the research team will conduct, time allocated and their daily rate. It should also include any costs associated with the design of the published materials.

## **4. Aims**

### **Aims**

This process evaluation broadly aims to assess the extent to which the MARSOC Early Adopter Phase's roll-out aligns with the programme's operating model, test the basic assumptions underlying the programme's design and determine how to iteratively adapt and improve it.

### **The process evaluation should answer the following research questions:**

**To what extent has the implementation and delivery of the MARSOC Early Adopter Phase aligned with the intended operating model for MARSOC?**

**REDACTED**

**To what extent are the key underpinning elements of MARSOC (i.e. multi-agency joint working with regionalised capabilities etc.) and its scope perceived to be effective and sufficient to address serious organised crime across the criminal justice system?**

**REDACTED**

**What worked well in terms of the delivery of MARSOC and in what ways could MARSOC delivery be improved?**

**REDACTED**

## **5. Objectives (Measurable Outputs)**

**Key deliverables for the process evaluation include the following:**

- Weekly progress updates (via email) for MoJ contract-manager
- Project plan detailing proposed methodology and timetable
- Attendance at a set-up meeting at the project's outset where key stakeholders are brought together, and requirements are discussed
- Research tools for each stage of the evaluation i.e. topic guides for focus groups and interviews, survey instruments etc.
- Feedback meeting between contractor and Project Delivery Board in March – sharing emerging evaluation findings and recommended adaptive changes to be made to the programme
- Short form report on stage 1, integrating analysis of performance indicators (8-10 pages)



- Interim findings presentation, integrating analysis of performance indicators. The presentation and slide pack will stand in for an interim findings report.
- Development and delivery of findings workshop (approximately 3 hours, allowing for blend of presentation and discussion) at Delivery Board or event
- Full report of a publishable standard (see guidance under section 7), building on previous interim reports and comprehensively bringing together findings, performance indicators and recommendations from all stages of the evaluation
- Full findings presentation at the Delivery Board in December.

## **6. In Scope, Out of Scope**

- A process evaluation is in scope at this stage in the programme's roll-out, whereas any evaluation of programme impacts, or economic evaluation is out of scope
- In scope: making targeted, impartial recommendations about how the programme should adapt
- Out of scope: consultancy/ evaluator becoming involved in the implementation of adaptive changes to the programme in any way

## **7. Location of Assignment**

10 South Colonnade

Canary Wharf

London

E14 4PU

United Kingdom

Some of the requirements may need to be delivered remotely because of restrictions on face-to-face research as a result of the Covid-19 pandemic.

## **8. Regulatory requirements**

Contractors should as a minimum be able to comply with:

- The Government's Social Research Code and publications protocol  
<https://www.gov.uk/government/publications/the-government-social-research-code-people-and-products>
- Ethical Assurance for Social Research in Government  
<https://www.gov.uk/government/publications/ethical-assurance-guidance-for-social-research-in-government>
- Publishing Research and Analysis in Government

## **9. Service Levels**

This contract has several key deliverables set out under section 5.

Once the contract has been awarded, the MoJ SIP evaluation team will work with the contractor to confirm the delivery dates for each phase of the project. Initial dates have been provided in the Requirements (section 3). At the project inception stage, the MoJ SIP

evaluation team will agree the process for signing off each phase of the work and who will be involved in that decision-making process.

The MoJ SIP evaluation team will hold regular meetings with the Contractor to review progress, to ensure that milestones are met and to quality assure the final product to ensure it is of a high standard, meets the specification and is publishable. A payment schedule will be drawn up to reflect milestones and final sign off.

## 10. Security Arrangements for Consultants and other Contracted Personnel

Baseline Personnel Security Standards (of which Disclosure Scotland is a part) are a default requirement in any Research contract.

<https://www.gov.uk/government/publications/government-baseline-personnel-security-standard>

Security Check (SC) clearance may be required to work on this project. This clearance can be obtained once the chosen supplier is on board. Suppliers who are not currently SC cleared should not be put off submitting tenders. The costs for obtaining this clearance, if necessary, will need to be covered by the chosen supplier.

## 11. Timetable

Approximate date	Work to be delivered
February 2021	Contractor in place
February- March	Phase 1 –desk research, discussion group with national team, regular Regional Leads focus groups (in March), survey research, analysis of performance indicators and short-form report
March	<i>Phase 1 feedback loop- feedback meeting at first quarter Delivery Board and potential for iterative changes to be made</i>
April- June	Phase 2 – main-stage qualitative research, regular Regional Leads focus groups in May, analysis of performance metrics and interim reporting
June	<i>Phase 2 feedback loop- presentation of interim findings at second quarter Delivery Board and potential for iterative changes to be made</i>
July-September	Phase 3 – survey, regular Regional Leads focus groups (in July and September), analysis of performance indicators and development of findings workshop
September	<i>Phase 3 feedback loop- findings workshop: either delivered at a potential Delivery Partners Event in September or in alignment with the Delivery Board</i>
October (if goes ahead)	Optional Phase 4 if gaps remain to be filled – qualitative follow-up
November/December	Phase 5 – final reporting stage (full report); presentation of findings at fourth quarter Delivery Board

## **12. Any other Key features**

N/A

## **13. Outcome**

### **Expected Outcomes**

- A robust process evaluation which stands up against external scrutiny
- A process evaluation which effectively informs the development of the MARSOC policy and its implementation

### **Escalation process**

Milestones will be agreed with the Contractor for the delivery of each stage of the project to ensure that each of the project's components and identified work in each of the phases are delivered on time and are of sufficient quality, using the timelines above as an initial guide. The project will have an identified MoJ analyst project manager who will be responsible for liaising with the Contractor and managing the project according to project management principles e.g. monitoring progress, managing risks and escalating risks and issues. The MoJ project manager will actively manage risks, seek to mitigate them and develop contingency plans if necessary. The Contractor will be expected to nominate a lead person with overall responsibility for delivery with the same expectations around project and risk management.

As a first stage, if any difficulties arise, it is anticipated they would be resolved through the respective project managers. If concerns persist or become more serious the MoJ project manager will escalate concerns to the Security Investment Programme Evaluation Team and seek guidance on the next steps.

### **Exit Strategy**

This is a time limited piece of work. Findings will be communicated at several points throughout the evaluation and this will culminate in a final report. Findings will be published.

**ANNEX B**

**Supplier Proposal**

**REDACTED REDACTED REDACTED REDACTED REDACTED REDACTED**

## **Part 2: Contract Terms**

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