

DPS SCHEDULE 4: LETTER OF APPOINTMENT AND CONTRACT TERMS

IFF Research Ltd
REDACTED

Tuesday 5th March 2019
Contract Ref: CCZZ19A06

Dear **REDACTED**

Award of Contract for the Provision of Research for Housing – Related Support Review

Further to your submission of a Tender Proposal for the above Procurement, on behalf of the Ministry of Housing, Communities & Local Government (the “Authority”), I am writing to advise that the procurement is now complete.

I am pleased to inform you that your company ranked first in our evaluation with an overall score of 86.74 and therefore we would like to award the contract to you.

This letter of Appointment is issued in accordance with the provisions of the DPS Agreement (RM6018) between CCS and yourselves.

The attached appendix provides detailed feedback on your submitted proposal.

The call-off contract shall commence on Thursday 7th March 2019 and will operate for:

A period of 25 weeks from Thursday 7th March 2019 to Thursday 29th August 2019, with no option to extend.

The total contract value shall not exceed £150,769.00 (excluding VAT).

This procurement activity was a further competition under Dynamic Purchasing System (DPS) RM6018 Research Marketplace and the DPS Terms and Conditions shall apply. A copy of the contract is provided with this letter of Appointment and includes those DPS terms and conditions. (Capitalised terms and expressions used in this letter have the same meanings as in the Contract Terms unless the context otherwise requires).

Please print and sign a copy of this letter of Appointment and forward it to the Procurement Lead electronically via the e-Sourcing Suite’s messaging service. They in turn will manage its ratification and return a copy for your records.

Please ensure that the signed copy of the letter of Appointment is submitted via the e-sourcing suite by 12:00 hours on Wednesday 6th March 2019.

Should you have any queries regarding this or any other matter please do not hesitate to contact me.

From:	Ministry of Housing, Communities & Local Government ("Customer")
To:	I.F.F Research Ltd ("Supplier")

Effective Date:	Thursday 7 th March 2019
Expiry Date:	Thursday 29 th August 2019, with no option to extend

Services required:	Set out in: Annex A – Authority’s Project Scope. Annex B – Supplier’s Response. Both of which form part of this document.
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Key Individuals:	On behalf of the Authority: REDACTED - Research Officer REDACTED – Principle Research Officer On behalf of I.F.F Research Ltd: REDACTED, Director REDACTED, Project Manager REDACTED, Senior Research Executive REDACTED, Research Executive
[Guarantor(s)]	Not Applicable

Contract Charges (including any applicable discount(s), but excluding VAT):	For the avoidance of doubt the Contract value shall not exceed £150,769.00 excluding VAT. Payments will be made on successful completion of each milestone as detailed within Annex 1 - Contract Charges, Contract Terms.
Insurance Requirements	Employers Liability Insurance of at least five million pounds Professional Liability Insurance of at least two million pounds

	<p>Neither Party excludes or limits its liability for:</p> <ul style="list-style-type: none"> • death or personal injury caused by its negligence, or that of its employees, agents or Sub-Contractors (as applicable); • bribery or Fraud by it or its employees; • statutory obligations stated within the Consumer Rights Act 2015; • any liability in respect of a breach of duty or obligation under the Financial Services & Markets Act 2000 (as amended from time to time); or • any liability to the extent it cannot be excluded or limited by Law. <p>The Supplier does not exclude or limit its liability in respect of the indemnity in Clauses 28 (Staff Transfer) and clause 33 (IPR) and in each case whether before or after the making of a demand pursuant to the indemnity therein.</p>
<p>Customer billing address for invoicing:</p>	<p>The Supplier must send to the Authority's Shared Service Centre at:</p> <p>REDACTED</p> <p>Please provide invoice address</p> <p>Each invoice must include a detailed elemental breakdown of work completed and the associated costs.</p> <p>Payment will be made within 30 working days following receipt of a correctly submitted invoice.</p>
<p>Alternative and/or additional provisions (including Schedule 8 (Additional clauses)):</p>	<p>Not Applicable</p>

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 Authority:
Name and Job Title: REDACTED	Name and Job Title: REDACTED
Signature: REDACTED	Signature: REDACTED
Date:	Date:

ANNEX A

Customer Project Specification

PURPOSE

The Ministry of Housing, Communities and Local Government (MHCLG) (hereafter referred to as 'the Authority') has committed to undertake research to explore the level and type of support currently provided across the supported housing sector and whether it adequately meets the support needs in local areas.

The study will examine how support is funded and commissioned and how support costs, quality and outcomes vary across local areas.

The study will help to understand what information local authorities and housing providers gather and use to inform their decisions about the different types and levels of support they provide across the supported housing sector. The study will include a feasibility stage on housing related support and a separate early insights study to gather information about hostels and shelters aimed at supporting people sleeping rough.

The research will inform the Authority's upcoming policy reforms on oversight of supported housing, as announced in August 2018, and feed into a wider review of hostels, which will be commissioned separately later in the year.

BACKGROUND TO THE CONTRACTING AUTHORITY

The Authority is a ministerial department which aims to create great places to live and work and to give more power to local people to shape what happens in their area. One of its key responsibilities is *supporting strong communities with excellent public services*.

Supported housing sits within the Social Housing Directorate. The team is responsible for developing policy to promote the supply of good quality supported housing that provides value for money for its residents and the taxpayer.

Hostels & shelters sits within the Homelessness Team. The team are responsible for developing policy to eliminate rough sleeping and reduce homelessness.

BACKGROUND TO REQUIREMENT/OVERVIEW OF REQUIREMENT

Context

Housing-related support

Supported housing is any housing scheme where accommodation is provided alongside care, support or supervision to help people live as independently as possible in the community.

It provides a safe home to some of the most vulnerable people in our society, including homeless individuals, those with physical and mental disabilities, individuals fleeing domestic abuse and older people. As at December 2015, the service users included

in supported housing and the proportions in which they access supported housing services are¹:

- a) Older people – sheltered and extra care housing (71%);
- b) People with learning disabilities (7%);
- c) Single homeless people (including rough sleepers) (5%);
- d) People with mental health problems (5%);
- e) Vulnerable young people – including care leavers (4%);
- f) People with physical disabilities or sensory impairment (2%);
- g) Homeless families (1%);
- h) People with drug or alcohol misuse needs (1%);
- i) At risk of domestic abuse (1%);
- j) Offender (1%).

From 2003, the support component of housing-related support was funded by local authorities through the Supporting People Programme. In 2009, the ringfence around this budget was removed and from 2011, the grant funding for support costs was wholly subsumed into the wider local government settlement.

Currently, housing costs, including eligible service charges in supported housing are met through Housing Benefit (HB). Housing-related support costs, on the other hand, can be commissioned and funded by local authorities but are often funded by individual tenants, through cross-subsidy from a provider's general needs housing or commercial activity, charitable fundraising or philanthropic giving.

The Government is committed to maintaining and boosting supply of supported housing and has recently publicly announced that housing costs in all supported housing (as defined in the Housing Benefit Regulations) will be eligible to be fully met by Housing Benefit. Alongside this commitment, supported by DWP and with approval from relevant OGDs, the Government also committed to undertake a review of housing-related support to better understand how housing and support fit together.

Hostels & Shelters

The Government is also committed to halving rough sleeping by 2022 and ending it by 2027. Homeless hostels and shelters are a central part of the homelessness system currently and as a result are highly likely to play a pivotal role in delivering these commitments. As such, in the Rough Sleeping Strategy², published in August 2018, the Authority committed to commencing a review of hostels by Spring 2019 with a focus on capacity, quality and outcomes. The review will engage with local authorities, providers and service users to improve the evidence base to help inform future policy decisions.

¹ Supported Accommodation Review, November 2016

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/572454/rr927-supported-accommodation-review.pdf

² The Rough Sleeping Strategy, August 2018. Available from:

<https://www.gov.uk/government/publications/the-rough-sleeping-strategy>

There is no single agreed definition of a 'hostel'; it includes a wide range of provision, including emergency short term accommodation, low, medium and high support hostels and supporting housing schemes. Hostels exist in a wide variety of forms, from volunteer run emergency shelters which offer a bed for the night on a first come, first serve basis, to referrals for longer stays in high support units in purpose built buildings run by professional staff.

Recent related research

Housing-related Support

The Authority and the Department for Work and Pensions (DWP) jointly commissioned a Supported Accommodation Review, which was published in November 2016. The review provided a snapshot of the number of people in supported housing, the number of supported housing units, a breakdown of service user groups and an estimate of how much Housing Benefit is spent on supported housing.³ The review estimated that the number of supported housing units in England is 553,500⁴, however, projections of supported housing demand suggest that supported housing units will need to increase by 35% for older people and 16% for younger people by 2030⁵.

The Supported Accommodation review provided insight into the housing element of supported housing, however the last review into housing-related support was carried out in 2009. Since then many aspects of local delivery may have changed. As well as the ringfence for Supporting People funding being removed in 2009, there is no longer a requirement for local areas to report information about the quality and outcomes of the support services they provide.

In a recent report published by the National Audit Office, it was reported that spending on Supporting People, a programme that provides housing-related support to vulnerable people was at £500m in 2016/17, a 69% reduction since 2010/11.⁶ This figure only captures the support which is funded through Local Authorities and that LAs consider as being part of the former 'Supporting People' budget.

MHCLG and DWP launched two consultations on sheltered and extra care housing, and short-term supported housing which closed on 23 January 2018.⁷ The consultations focused on the housing costs and oversight for supported housing but concerns were raised by the sector about how support is funded, and the relationship between support and eligible service charges.

³ Supported Accommodation Review, November 2016

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/572454/rr927-supported-accommodation-review.pdf

⁴ *ibid*

⁵ Projected demand for Supported Housing in Great Britain 2015 to 2030, PSSRU, March 2017

http://eprints.lse.ac.uk/84075/1/Wittenberg_Predicted%20demand_2017_author.pdf

⁶ Financial sustainability of Local Authorities, 2018

<https://www.nao.org.uk/wp-content/uploads/2018/03/Financial-sustainability-of-local-authorities-2018.pdf>

⁷ Funding for supported housing - two consultations, 2018

<https://www.gov.uk/government/consultations/funding-for-supported-housing-two-consultations>

In response to the consultation, in August 2018 the Authority formally committed to undertake research into the provision and funding of housing-related support, to provide up-to-date information, which will be used to inform an evidence-based policy review.

Hostels & Shelters

The Supported Accommodation Review also estimated that there were 45,000 hostel units⁸ which is around 8% of the total supported housing in England. This figure includes hostels run by local authorities, housing associations, charity and voluntary organisations and other landlords.⁹

Homeless Link also collect information about hostels and shelters across England via their Homeless England database. In 2017, there was an estimated 34,497 hostel bed spaces.¹⁰ This database collects information about the hostels including the address, the target group, the type of hostel, referral routes and the accommodation stage. This database may not contain all commissioned homelessness accommodation provision in England but it provides a good indicative figure of the scale of hostels.

Analysis of this data shows that the majority of single homeless people in hostels are male with almost half being young people aged 16-25. Just over half of hostels accept self-referrals and over a quarter give priority to people with a local connection. The majority of hostels are located in urban areas.

Hostels are usually funded by Housing Benefit. Individuals usually need to be referred by their local council or other agency. Many hostels charge additional fees directly to the individual for services such as laundry, food, or heating.

In 2016/17, total local authority expenditure on hostels was £45.7m. Net total expenditure on hostels which takes account of money claimed back via benefit payments for hostels rents was £11.2m, which is 2.5% of total net expenditure on homelessness.

In 2012, Shelter estimated that the average weekly costs incurred by local and national government for providing hostel accommodation was £107.45 per week¹¹. However, this is likely to be much higher now due to rent price inflation¹².

The quality of support and success of hostels in helping homeless people to resettle varies widely. Some hostels offer no to very basic services whereas those offered as

⁸ A unit refers to either a room or bedspace in shared supported housing or a self-contained supported housing unit

⁹ Supported Accommodation Review, November 2016. Available from:

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/572454/rr927-supported-accommodation-review.pdf

¹⁰ Support for single homeless people in England. Annual Review 2017. Available from :

https://www.homeless.org.uk/sites/default/files/site-attachments/Annual%20Review%202017_0.pdf

¹¹ Shelter (2012) Immediate costs to government of loss of home

https://england.shelter.org.uk/data/assets/pdf_file/0003/415596/Immediate_costs_to_government_of_losing_a_home.pdf

¹² Based on 2010/11 prices

part of transitional housing services are generally better resourced, more comfortable and provide a personalised approach to support. The evidence on quality tends to focus on the experiences and perceptions of service providers and users.

There is no unified approach to measuring outcomes in hostels and the existing metrics used do not always capture the outcomes which hostels achieve. The most common performance indicator used by local councils, funders and commissioners to monitor the success of different housing pathways and supported accommodation providers is the percentage of residents that achieve planned move-on. There are a number of different outcome frameworks adopted by hostels. These include Homelessness Outcome Stars, The National Outcome Framework which was introduced in 2007 during Supporting People, ATLAS, localised spread-sheets and In-Form case management systems. Due to the variety in the measurements of outcomes, it is not possible to make direct comparisons between hostels.

The Centre for Homelessness Impact Intervention Tool¹³ states that there have been no studies on the effectiveness of hostels. Similarly, Crisis carried out an international rapid evidence review on hostels and shelters and found there have been very few systematic or comprehensive evaluations assessing the effectiveness of hostels and shelters.

Summary

This research project represents an important opportunity to update and expand the current evidence base on housing-related support and understand what information is currently collected and used by hostel providers. The evidence will inform upcoming policy reforms on the oversight of supported housing, following the announcement in August 2018, and will also inform a wider Review of Hostels which is due to get underway in Spring 2019.

DEFINITIONS

Expression or Acronym	Definition
DWP	means Department for Work and Pensions
MHCLG	means Ministry for Housing, Communities and Local Government
NAO	means National Audit Office
HB	means Housing Benefit
LA	means Local Authority

SCOPE OF REQUIREMENT

This research will seek to understand the level and type of support currently provided across the supported housing sector and whether it adequately meets the support

¹³ <https://www.homelessnessimpact.org/intervention/hostels>

needs in local areas. Specifically, the research will seek to understand how support is funded and commissioned and how support costs, quality and outcomes vary across local areas.

There are three components to this requirement.

A feasibility stage to understand what information local authorities and housing providers gather and use to inform their decisions about the different types and levels of support they provide across the supported housing sector. This stage must include a detailed look at existing information about hostels and shelters to inform a separate review of hostels, which was announced in the Rough Sleeping Strategy¹⁴.

A housing-related support survey of local authority commissioners and supported housing providers to gather representative information about the variation in types of support, costs, quality and outcomes across all different types of support housing.

Housing-related support interview case-studies with local authorities and supported housing providers to understand the key challenges in providing housing-related support, including highlighting any good practice or learning.

THE REQUIREMENT

This section sets out the requirements for the research contract in more detail, expanding on expectations for the three components of the proposed research.

Feasibility Stage

For the feasibility stage, the Supplier will:

Conduct desk-based research and interviews with local authorities and support providers to establish how data is collected and stored by local authorities/supported housing providers, including which teams store this information and variances across local authorities.

Analyse recent published studies related to supported housing and liaise with relevant stakeholders to gather information on methodological strengths and weaknesses and effective approaches to gather similar information to produce plans for the survey and interviews with local authorities and supported housing providers.

The Supplier will use the information collated from this stage to set out the best methods going forward to collate the information required to answer the research objectives. The Supplier will use this to design the sampling and recruitment strategies for the subsequent stages.

The Supplier will use the same methods stated above to carry out a detailed insight study into hostels and shelters. This will involve boosting the sample of hostels providers and targeting Local Authorities with a large proportion of hostels to gather understanding about what information hostels gather and use

¹⁴ MHCLG (2018) The Rough Sleeping Strategy <https://www.gov.uk/government/publications/the-rough-sleeping-strategy>

to inform their decision-making, as well a review of the existing evidence and overall quality. The range of studies included in the review should draw upon articles in peer reviewed journals, academic literature and relevant data-sets. The NICE critical appraisal tool for quantitative and qualitative studies¹⁵, the Maryland Scale of Scientific Method (as recommended in GSR REA Toolkit) and EPPI-Centre's 'Weight of Evidence' (WoE) framework (as recommended in the GSR REA Toolkit) will be used to evaluate the quality of the studies included in the rapid evidence assessment. These findings will be used to inform a wider review of hostels which will start in Spring 2019. This will include exploring:

- What information hostels currently collect about the capacity and needs of clients?
- What information providers gather and use to monitor and track their clients who use their hostel services?
- What information providers use to assess the quality of hostels services?
- What information providers gather and use to support commissioning of service and funding decisions?
- What are the biggest challenges facing those providing hostels to support homeless people or people sleeping rough?
- What are the key evidence gaps which could improve the overall quality and effectiveness of hostels?

Housing-related support survey

For the housing-related support survey, the Supplier will:

Design a suitable methodology for the administration of the survey which must capture variation in types of support, costs, quality and outcomes across all different types of supported housing in England. This should be informed by the feasibility phase, but we envisage this being an electronic survey administered to the relevant contacts in the Local Authority and known supported housing providers.

Design a robust set of survey questions around the costs, commissioning processes, quality assurance methods and outcome measurements, and adopt appropriate piloting measures to ensure clarity and methodological rigour. Where relevant, this may build on existing metrics. The key research questions the survey must explore include:

- What is the level of funding on housing-related support across local authority areas in England?
- What funding & commissioning structures are in place?

¹⁵ (<https://www.nice.org.uk/process/pmg4/chapter/introduction> - see annex E-H)

- What information do local areas collect and use to inform funding and commissioning of housing-related support services?
- Do they collect information on quality and outcomes? And if so, what measure of quality and outcomes?
- What type and level of support do providers offer – and how much does it cost?
- What monitoring & evaluation processes, if any, are in place?
- Do local authorities measure demand and need for housing-related support in their area? And if so, how?

Work with the Authority to further develop these questions into a questionnaire, to be piloted with a small number of key stakeholders before being fully rolled-out to include all relevant contacts in Local Authorities and supported housing providers. The questionnaire is expected to contain a mix of open and closed questions but exact details are not known at this stage and should be identified through the feasibility study. Whilst exact questions will need to be developed and refined during the feasibility stage, the questionnaire is not expected to exceed 30 questions.

Draw together a sampling frame for the distribution of the survey across England, ensuring that the sample is representative of supported housing providers. The Supplier should account for low responses in their methodology and suggest appropriate methods to boost response rates. The Authority wishes to maximise response rates, so timely and tailored follow-up is expected from the Supplier.

Disseminate the survey, using knowledge from the feasibility phase to identify the most appropriate method of administration.

Carry out quality assurance and cleaning of the survey data in preparation for analysis and modelling. The analysis of the survey data should include national level analysis by topic, as well as drawing out 10-15 illustrative case study providers.

Housing-related support interview case-studies

For the housing-related support interview case-studies, the Supplier will:

Design a suitable sampling method for interviewees, which should be informed by the feasibility phase, however we expect that case studies should be of both LAs and supported housing providers. Interviewees must have knowledge on the quality and variation of support in the local area.

Design a robust topic guide for the interviews around the quality of support to build understanding of the key challenges in providing housing-related support and any examples of good practice.

Design key research questions for the qualitative interview case studies must explore:

- What are the main factors affecting the quality and outcomes of housing-related support?
- What are the challenges and barriers that areas providing housing-related support face? How do they overcome these?
- Are there any gaps in provision, and if so what are they?
- How does the level of support vary across different types of supported housing?
- What is it about funding structures that works/doesn't work?
- What type of support is most effective across the different types of supported housing?

Organise and conduct interviews with a range of individuals (as identified from the feasibility phase), capturing insight from across the supported housing sector and across England. The Authority anticipates that there must be between 30-40 interviews, lasting between 45 minutes to an hour.

Outputs

The Authority envisages that outputs will include:

- A written feasibility report and face to face meeting to discuss the findings including a separate report and presentation of the initial findings about hostels. This should include a series of recommendations to inform the Hostels Review.
- An interim report and face to face meeting to discuss progress with the survey (i.e. responses rates so far and any issues) and also on the interviews.
- A final report which summarises the key findings from the feasibility stage, survey and interviews.
- A PowerPoint based presentation of the final report to the Authority and the interested partners, to take place at the Authority's office.
- The survey data (to be sent via courier on an encrypted password-protected memory stick, with password sent separately), with an accompanying technical note.
- A presentation or workshop to key stakeholders who were involved or participated in the research.

KEY MILESTONES

The Authority will measure the quality of delivery against the following milestones:

The Supplier shall draw up more detailed project plans outlining the timeframes and tasks leading up to the milestones detailed below for each element of the research specified in the requirement.

Milestone	Description	Timeframe
1	Inception Meeting between The Authority and The Supplier	Within week 1 of Contract Award
2	A written feasibility report for the Housing-Related Support and a separate written report on the Hostels and Shelters Insight study sent to the Authority.	Within week 7 of Contract Award
3	Presentation to the Supplier on the findings from the Housing-Related Support and Hostels feasibility study, including recommendations for the full Hostels Review.	Within week 8 of Contract Award
4	Fieldwork commences for the Housing-Related Support Research	Within week 9 of Contract Award
5	Authority receives interim reports from the fieldwork	Within week 16 of Contract Award
6	Meeting with the Authority to discuss progress.	Within week 16 of Contract Award
7	Authority receives final reports from the Housing-related support survey and case studies	Within Week 25 of Contract Award
8	Presentation to the Authority on the findings from the fieldwork on Housing-Related Support	Within Week 26 of Contract Award
9	Presentation to key stakeholders involved in the research	Within Week 27 of Contract Award

MANAGEMENT INFORMATION/ REPORTING

The Supplier must provide all outputs in plain English and for these to be quality assured by the Supplier before submission to the Authority. Any reporting must be delivered in the format agreed by the Authority.

The Authority will require weekly progress reports throughout the project with regular updates of a risk register which may be in written term or conducted through teleconference and confirmed via email if necessary.

The Supplier shall participate in face-to-face meetings with the Authority as required (supplemented by telephone meetings as appropriate). The Supplier will provide an agenda at least 1 working day in advance, with supporting documents if required. Standard items for the meeting should include: progress reports from the Supplier and the Authority, risks and issues and next steps. A detailed Terms of Reference and governance structure for the Supplier and the Authority will be worked up upon the issuing of the Contract.

The Supplier will co-ordinate and organise an advisory group who will meet at key milestones to discuss the findings to date and offer critical support and guidance throughout the Contract.

CONTINUOUS IMPROVEMENT

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

The Supplier shall present new ways of working to the Authority during monthly meetings.

Changes to the way in which the Services are to be delivered must be brought to the Authority's attention and agreed prior to any changes being implemented.

QUALITY

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

The Supplier must ensure that all members of the research team understand the Authority's vision and objectives and will provide excellent customer service to the Authority throughout the duration of the Contract. Ake this

PRICE

The costs for undertaking this requirement have been agreed by the Supplier as detailed within Schedule 6 – Annex 1.

STAFF AND CUSTOMER SERVICE

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

The Supplier will ensure staff assigned to the Contract shall have the relevant qualifications and experience to deliver the Contract.

The Supplier shall ensure that staff understand the Authority's vision and objectives and will provide excellent customer service to the Authority throughout the duration of the Contract.

SERVICE LEVELS AND PERFORMANCE

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

KPI/SLA	Service Area	KPI/SLA description	Target
1	Research	The Supplier will ensure all analysis, including papers, evaluation tools, reports and guidance is presented to a high standard as set out in the Quality criteria in the Statement of Requirements.	100%
2	Service Delivery	The Supplier must adhere to key milestones as set out in section 5 of this document	100%
3	Project Management	The Supplier must maintain and update project plans. These should be monitored regularly and updated and shared with the Authority on a weekly basis. The Supplier must provide key points of contact to Authority for the daily running of the research project.	100%
4	Risk Management	The Supplier must update the risk register and mitigating strategies every 2 weeks. The Supplier is responsible for managing and mitigating risks owned by the Potential Supplier before they escalate, and advising the Authority on managing and mitigating risks owned by the Authority.	100%
5	Reporting	The Supplier must update the Authority (either through a tele-kit or face to face) at the end of each week to give a progress update and provide plans for the following week	100%
6	Service Delivery	The Supplier must respond to any queries from the Authority within 48 hours	100%

7	Governance	The Supplier must attend contract meetings and provide updates as required.	100%
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The Authority retains the option of whether to commission the overall research, or any element of it. The Authority reserves the right to terminate the contract at the end of each stage of the project.

Where the Authority identifies poor performance against the agreed SLAs, the Supplier shall be required to attend a performance review meeting. The performance review meeting shall be at an agreed time no later than 5 working days from the date of notification at the Authority's premises.

The Supplier shall be required to provide a full incident report, which describes the issues and identifies the causes. The Supplier will prepare a full and robust 'Service Improvement Action Plan', which sets out its proposals to remedy the service failure. The Service Improvement Plan shall be subject to amendment following the performance review meeting and agreed by both parties prior to implementation.

The Authority will work with the Supplier to resolve service failure issues. However, it will remain the Supplier's sole responsibility to resolve any such service failures.

Where the Supplier fails to provide a Service Improvement Plan or fails to deliver the agreed Service Improvement Plan to the required standard, the Authority reserves the right to seek early termination of the contract in accordance with the procedures set out in Attachment 5 – Terms and Conditions.

SECURITY AND CONFIDENTIALITY REQUIREMENTS

The Supplier must possess a current and valid Cyber Essentials certificate which has been awarded by one of the government approved Cyber Essentials accreditation bodies within the most recent 12 months.

The Supplier will be exempt from complying with the requirements above if it conforms with the ISO27001 standard and the Cyber Essentials requirements have been included in the scope of that standard, and verified as such, and the certification bodies carrying out this verification is approved to issue a Cyber Essentials certificate by one of the government approved Cyber Essentials accreditation bodies.

Where the Supplier proposes to use Sub-Contractors to carry out the Services, and these Sub-Contractors shall be involved in handling sensitive and personal information with regard to the Services, such Sub-Contractors must have in place a valid Cyber Essentials certificate by the commencement date of the Contract.

The Supplier must set out their proposed methodology for administering the survey and interviews and for securely storing, transferring and accessing the response data.

All Intellectual Property Rights or other similar protection in any specifications, instructions, plans, data, drawings, databases, patterns, models, designs or other

material furnished to or made available to the Supplier by the Authority pursuant to the Contract shall remain the property of the Authority.

All pre-existing Intellectual Property Rights or other similar protection in any specifications, instructions, plans, data, drawings, databases, patterns, models, designs or other material existing prior to the date of the Contract date and furnished to or made available to the Authority by the Supplier pursuant to the Contract shall remain the property of the Supplier. The Supplier will grant to the Authority and the Crown a non-exclusive, royalty free, perpetual and irrevocable licence to use, reproduce, modify, adapt, amend, enhance and otherwise deal with (and to authorise a third party on behalf of the Authority or the Crown, such third party having signed a confidentiality undertaking, to use, reproduce, modify, adapt, amend, enhance and otherwise deal with) the Supplier's pre-existing Intellectual Property Rights for the Authority or the Crown's own internal purposes, to allow the Authority or the Crown to exploit the Intellectual Property Rights or similar generated under the Contract and for any other purposes specified in the Contract.

All Deliverables, reports and other documents or similar and all Intellectual Property Rights or other similar protection arising out of the performance by the Supplier's Personnel of their duties in relation to the requirement set out in this document will be assigned to and shall vest in the Authority absolutely, unless the Parties agree otherwise in writing, and the Supplier or the Supplier's Personnel shall enter into such documentation and perform such acts as the Authority may request to properly vest such rights in the Authority.

PAYMENT AND INVOICING

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

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

CONTRACT MANAGEMENT

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

LOCATION

The majority of the Services will be carried out at the Supplier's premises, with visits to the Authority premises at REDACTED and possible visits to local authorities during the feasibility and qualitative phase.

ANNEX B
Supplier Proposal
REDACTED