



**THE SECRETARY OF STATE FOR WORK AND PENSIONS
AND
NATIONAL LEARNING AND WORK INSTITUTE**

TEST AND LEARN DPS

Project_20559

Version: 1.0

SCHEDULE F2:

ORDER FORM TEMPLATE AND CALL-OFF SCHEDULES

Part A - Order Form Template

Contract Number: ecm_7527

From the ("Buyer "): The Secretary of State for Work and Pensions, Caxton House,
Tothill Street, London SW1H 9DA

To the ("SUPPLIER")

Name: National Learning and Work Institute

Registered Address: 4th Floor, Arnhem House, 31 Waterloo Way, Leicester LE1 6LP

Registered Number: 2603322

DUNS Number: 76-816-7504

This Order Form, when completed and executed by both Parties, forms a Call-Off Contract. Completion and execution of a Call-Off Contract may be achieved using an equivalent document or electronic purchase order system. The text below should be copied into any electronic order forms.

DPS CONTRACT:

This Order Form is issued in accordance with and subject to the provisions of the Test and Learn DPS Contract with the reference number 20559 and dated 09 July 2019.

CALL-OFF INCORPORATED TERMS

The following documents shall be incorporated into this Call-Off Contract. If they conflict, the following order of precedence shall apply:

1. This Order Form other than the Paragraph entitled "Call-Off Tender".
2. The Core Terms (v1.0) and its Annex (Definitions).
3. The following Schedules (each taking equal precedence):
 - C1 (Contract Management v1.0)
 - C2 (Security Requirements and Plan v1.0)
 - And the following optional Schedule (where applicable)
 - C3 (Welsh Language Scheme) - Not Applicable
4. The Call-Off Tender provided that any parts of the Call-Off Tender which offer a better commercial position for the Buyer (as decided by the Buyer) will take precedence over the documents above.

No other terms whether written on the back of, appended to this order, or presented at the time of delivery shall form part of the Call-Off Contract.

1. CONTRACT PERIOD

(1.1) Start Date

17 October 2019

(1.2) Expiry Date

Subject to earlier termination of the Contract in accordance with Clause 14 (Ending the Contract), the Call-Off Contract shall expire on **31 March 2020**

2. SERVICES REQUIREMENTS

(2.1) Services and Deliverables required

Note: Delivery Plan to be Inserted once Agreed Post Tender

In Work Progression:

LOT 1: Conversations with Employers

The purpose of this Call-Off Contract is to provide content to support conversations between Employment Advisers and employers

The documents attached below are the Suppliers Call Off Tender:

Commercial Submission:

[REDACTED]

Technical Submission:



003-2.4.1_Lot_1_Info



002-[2.3.1]_Lot_1_Management_Plan_LW.docx



004-2.5.1_Lot_1_Production_and_Testing_Information_Gathering_L1

(2.2) Specification

 Lot 1 Specification Conversations with Er	
(2.3) Categories under which the above Services are being supplied In-Work Progression	
(2.4) Delivery Premises (if applicable)	
4th Floor Arnhem House 31 Waterloo Way Leicester LE1 6LP	Buyer Premises (Y/N)
(2.5) Supplier's Outline Security Plan [REDACTED]	
(2.6) Special Terms Not Applicable	
(2.7) Supplier's Business Continuity and Disaster Recovery Plan Not Applicable	
(2.8) Disclosure and Barring Service and/or other required vetting checks Not Applicable	
(2.9) European Social Fund Not Applicable	

3. PERFORMANCE OF THE SERVICES AND DELIVERABLES

(3.1) Performance Requirements

Payment of the Contractual Milestones is dependent on the achievement of the Service Levels below to the satisfaction of the Buyer.

When providing the Services, the Supplier shall as a minimum ensure that it achieves the following Service Levels:

Category	Respective Performance Requirement Description including remediation period (if any)	Critical Service Failure where failure to achieve (Y/N)
N/A	Completion of all activity associated with each Milestone against the agreed time bound Project Management Plan	Y
N/A	Provision of the MI defined in 3.2 (below) and relevant supporting evidence	Y
N/A	Meeting with the Buyer on a minimum monthly basis, at a date and time set by the Buyer, to discuss progress and performance;	N
N/A	Meeting the project cost profile as detailed in the Contractor's Pricing Proposal submitted with the Tender.	Y

If the level of performance of the Supplier of any element of the Services during the Contract Period is a Service Failure which if it occurs would be identified as a Critical Service Failure in the table above, the Buyer shall be entitled to terminate this Call-Off Contract pursuant to such Clause 14.4.7.

(3.2) Performance Monitoring Regime/Management Information

Supplier Information Required	Frequency or Date Required by
Full and final Security Plan in accordance with Schedule C2	Within twenty (20) Working Days after the Start Date.

Schedule F2: Order Form and Call-Off Schedules Template v1.0
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Progress against the Pricing Proposal and Project Management Plan, as set out in an updated reporting template	28 th day of each month during the Contract Period
Record of all Intellectual Property Rights used and created as part of the Call-Off Contract, as set out in an updated IPR Activity Log	28 th day of each month during the Contract Period

4. PRICE, PAYMENT

(4.1) Charges payable by the Buyer (including VAT), and payment profile:

Milestone Payment:	Price (inc VAT):
Milestone 1: Draft Content Material for Authority's Quality Review Process	[REDACTED]
Milestone 2: The Authority's sign off (acceptance) of Completed Content Material.	[REDACTED]

Payment of the Contractual Milestones is dependent on the achievement of Service Levels at 3.1 above to the satisfaction of the Buyer.

For avoidance of doubt the scheduled Contractual Milestones are as follows:

- Milestone 1: Draft content for the Authority's Quality Review process. This will entail issuing the draft content to the Authority followed by a presentation of the content to the Authority's stakeholders – December 2019 (55%);
- Milestone 2: Authority sign off of accepted content material following review – January to March 2020 (45%).

(4.2) Invoicing and Payment

The Supplier shall issue invoices in arrears and forward them to the Buyer as follows:

The Supplier shall submit an invoice, as soon as possible and in any case within five (5) Working Days after confirmation from the Buyer that the relevant Contractual Milestone has been met by the Supplier. Invoices and Supporting Documentation shall be emailed, in PDF format to: APinvoices-DWP-U@sscl.gse.gov.uk

The Supplier shall include the following detail within an invoice:

- all appropriate references, including the unique Purchase Order reference number, which will be supplied to the Contractor by the Buyer within ten (10) working days of the Start Date; and
- a detailed breakdown of the Contractual Milestone(s) (if any) within this Contract to which the delivered Services relate.

METHOD OF PAYMENT

[REDACTED]

ADDRESS FOR NOTICES TO THE BUYER

[REDACTED] or via the BRAVO system.

Authorised Processing List

Description Of Authorised Processing	Details
Subject matter of the processing	Questionnaire and interview data relating to the usability and relevance of the Content Material.
Duration of the processing	6 Months
Nature and purposes of the processing	Information that will be necessary for the answering of research questions relating to the subject Contract.
Type of Personal Data	Digital audio files and electronic copies of transcripts from interviews
Categories of Data Subject	Interviewees
Plan for return and destruction of the data once the processing is complete UNLESS requirement under European Union or European member state law to preserve that type of data	When personal data that is no longer required for the subject Contract it is destroyed. National Learning and Work Institute conducts an annual data audit to ensure that data is not retained for longer than necessary. All data is scanned via SonicWall Perimeter Antivirus/Malware device as well as Desktop Antivirus software.

For and on behalf of the Supplier:

For and on behalf of the Buyer:

Signature: **[REDACTED]**

Signature: **[REDACTED]**

Name: **[REDACTED]**

Name: **[REDACTED]**

Role:

Role: Employment Group Senior Category Manager

Date:

Date: 17/10/2019

Part B

Call-Off Schedules

Schedules C1 and C2







THE SECRETARY OF STATE FOR WORK AND PENSIONS

TEST AND LEARN DPS

[Project_20559]

Version: 1.0

SCHEDULE C1

CONTRACT MANAGEMENT

1. DELIVERY PLAN

- 1.1 The Supplier shall, where indicated in an Order Form, provide a detailed and costed description of how the Services commissioned by the Buyer shall be provided by the Supplier (the "**Delivery Plan**"). The Delivery Plan shall be provided by such time as notified by the Buyer.
- 1.2 The Buyer shall consider the draft Delivery Plan and where the Buyer rejects it then the Supplier shall amend it to reflect any reasonable comments provided by the Buyer and resubmit it to the Buyer for approval and shall continue to update it until such time as it is approved by the Buyer. Upon approval, the Delivery Plan shall be adopted and the Supplier shall deliver the Services in accordance with it.
- 1.3 The Buyer and the Supplier may agree changes to a Delivery Plan as needed. Any agreed changes will be recorded in writing in an updated version of the Delivery Plan. Where the Buyer requires changes then the Supplier shall consider them in good faith and the Supplier will use all reasonable endeavours to include any substantive changes requested by the Buyer in the Delivery Plan.

2. REVIEWING CONTRACT PERFORMANCE

- 2.1 The Supplier shall work with the Buyer to establish and maintain an effective and beneficial working relationship to ensure the Contract is delivered to at least the minimum required standard as specified.
- 2.2 The Supplier shall establish suitable administrative arrangements for the effective management and performance monitoring of the Contract as required by the Buyer and shall provide information as requested to monitor and evaluate the success of the Contract and the Supplier's management and delivery of it.
- 2.3 Review meetings between the Buyer and the Supplier shall also cover, as appropriate, resolving disputes and/or dealing with contractual breaches in accordance with the terms and conditions of this Contract. Roles and responsibilities will be documented and the personnel involved in managing the relationship identified and suitably empowered.
- 2.4 The Buyer may undertake spot checks at any time to ensure that the Supplier is complying with its obligations under this Contract and the Supplier shall co-operate fully, at its own cost, with the Buyer.
- 2.5 The Supplier will be responsible for managing and reporting on any sub-contractual arrangements. Arrangements shall include mechanisms for the provision of management information, including feedback to and from customers, stakeholders and employers. The Buyer will agree with the Supplier day-to-day relationship management, contact points, communication flows and escalation procedures.
- 2.6 The Supplier will be expected to continuously improve the quality of the provision

- including that delivered by Sub-contractors. Where quality falls below acceptable levels the Supplier will be expected to have suitable escalation procedures in place and, in respect of sub-contracted provision, take action where necessary to terminate the contract.
- 2.7 The Buyer will regularly monitor Supplier performance. The initial contract review will be informed by the award of contract process and reviewed thereafter.
- 2.8 The Supplier will be required to appoint a named supplier manager who will cooperate with the Buyer performance manager to ensure that the Contract is delivered as specified in the Contract and that required standards and performance levels are met.
- 2.9 The purpose of the Supplier performance reviews is to encourage an open and regular dialogue between the Parties with the purpose of ensuring that the Services, including the standards and outputs specified, are being delivered appropriately and to drive up the performance and quality of the Services. They will encourage the Parties to review performance, discuss opportunities for continuous improvement and raise and address any complaints or persistent problems encountered with the Contract. Where issues cannot be immediately addressed, the Buyer and the Supplier will follow the dispute resolution process detailed in Clause 45 (Resolving Disputes).
- 2.10 Supplier performance reviews may be undertaken formally or informally. The Supplier will be expected to provide any additional management information required by the Buyer to facilitate the reviews and arrange where necessary access to any of its delivery locations, including those operated by Sub-contractors.
- 2.11 Any improvements or actions agreed between the Parties will form part of the continuous improvement activity recorded in the performance improvement plan. It will be the Supplier's responsibility to develop the performance improvement plan which will be discussed and agreed with the performance manager.
- 2.12 The Supplier will be expected to carry out self-assessment and develop improvement action plans to continuously improve the quality of the Services including that delivered by Sub-contractors. Where quality falls below acceptable levels the Supplier will be expected to have suitable escalation procedures in place and, in respect of sub-contracted Services, take action where necessary to terminate the sub-contract.

3. SUPPLIER INFORMATION (MI) REQUIREMENTS

3.1 The Supplier shall supply information listed below relevant to the delivery of the Services to the Buyer, using formats and to timescales as specified. This includes but is not limited to:

Supplier Information Required	Frequency or Date Required by
Information on Performance of Call-Off Contract	As requested by the Buyer
Updated Security Plan in accordance with Schedule C2 (<i>Security Requirements and Plan</i>)	Within twenty (20) Working Days after the Commencement Date and reviewed at least annually thereafter.
HMG Baseline Personnel Security Standard - Supplier's Declaration see HMG Baseline Personnel Security Standard - A Guide for DWP Suppliers	Within four (4) weeks of contract start date and submitted for each calendar year thereafter within one Month of the end of each calendar year (i.e. by 31 st January for year ending 31 st December)
Supply chain expenditure with SMEs (Quarterly return)	The Supplier, and where applicable, its Sub-contractors shall identify the volume of expenditure they undertake with SMEs in the delivery of this contract and submit this information to the Buyer on a quarterly basis.

3.2 The Supplier shall supply information requested relevant to the delivery of the Services to the Buyer, using formats and to timescales specified by the Buyer from time to time.

3.3 The Buyer intends, wherever it can, to capture and collate information through its IT system(s). However, the Buyer reserves the right to make reasonable requests for information (at no additional charge) from the Supplier including ad-hoc requests for information from time to time.

3.4 Any additional requests for information shall be considered in consultation with the Supplier as shall the process of defining the methods of collection.

3.5 Where an ongoing, short-term or one-off requirement is agreed, both Parties agree that it shall be included, or deemed to be included within this Schedule.

4. USE OF INFORMATION

- 4.1 The Supplier grants the Buyer a non-exclusive, transferable, perpetual, irrevocable, royalty free licence to:
- 4.1.1 use and to share with the Authority and Other Contracting Authorities; and/or
 - 4.1.2 publish (subject to any information that is exempt from disclosure in accordance with the provisions of FOIA and/or the EIRs being redacted),
- any Management Information supplied to the Buyer for the Buyer's normal operational activities including administering Call-Off Contracts, monitoring public sector expenditure, identifying savings or potential savings and planning future procurement activity.
- 4.2 The Buyer may consult with the Supplier to inform its decision to publish information however the Buyer shall retain absolute discretion regarding the extent, content and format of any disclosure.

5. DEFECTIVE MANAGEMENT INFORMATION

- 5.1 If the Supplier fails to provide any required Management Information (including any delayed, non-complete, inaccurate information) then:
- 5.1.1 the Buyer may issue reminders to the Supplier requiring the Supplier to rectify it and the Supplier shall rectify the failure as soon as possible and not more than five (5) Working Days following receipt of any such reminder; and
 - 5.1.2 where requested by the Buyer, the Supplier shall attend additional meetings in person with the Buyer to discuss the circumstances of the failure and where such a meeting is requested then the Supplier shall propose and document in advance measures to ensure that the failures will be rectified will not occur again in the future.

6. ASSURING SUPPLIERS' SYSTEMS

- 6.1 The Supplier shall put in place such assurance processes as the Buyer notifies to the Supplier from time to time. The remaining sections in this Paragraph 6 are DWP's requirement in relation to the process for assuring the Supplier's Systems.
- 6.2 Suppliers shall have suitable systems in place to:
- a) detect and prevent duplicate claims;
 - b) prepare and submit accurate, valid, supported, timely claims;
 - c) monitor, record and manage Customer lateness and all Customer absences;
 - d) support claims for payments through an effective Customer attendance recording procedure;

- e) ensure that all the required evidence is collected (and submitted, where appropriate) to support the claim;
- f) identify Customers who have left the Services early to prevent over-claiming;
- g) carry out effective monitoring of Sub-contractors; and
- h) respond to financial appraisal and monitoring reports with an appropriate action plan.

6.3 In all instances, the Supplier shall co-operate and provide such reasonable assistance as may be necessary to facilitate monitoring as required pursuant to the Contract. Failure to provide such reasonable assistance shall be deemed a "Default" for the purposes of Clause 14.4.5 (When the Authority or the Buyer can end a Contract).

7. HEALTH AND SAFETY RESPONSIBILITIES OF THE BUYER VISITING OFFICERS

7.1 The Buyer representatives may request access from time to time to the Supplier, Supplier Personnel and Sub-contractors to visit them for a variety of reasons. In the course of their normal duties the representatives of the Buyer shall adopt an 'eyes and ears' approach to monitoring health and safety. In doing this the Buyer representatives shall not be conducting a health and safety inspection, nor shall they be in a position to offer advice on whether something is safe or not. Instead they shall approach this from the position of any lay person. If, however, the Buyer representative does notice something on which they require assurance or clarification, they shall raise this with the Supplier or the Supplier's Sub-contractor's representative at the location where they are visiting. In no event are the Buyer representatives to be seen as offering professional advice on health and safety matters and as such, shall not be liable for any advice or comments or otherwise given to the Supplier or its Sub-contractors or any omission to give such advice, comments or otherwise.

8. PERFORMANCE IMPROVEMENT PROCESS AND REMEDIAL ACTION

- 8.1 The Supplier shall proactively identify and notify the Buyer of any actual or anticipated occurrences of underperformance when compared to the standard as required by the Call-Off Contract. Where the Buyer is aware of any actual or anticipated occurrences of underperformance then it shall be entitled to initiate the Performance Improvement Process but it shall be under no obligation to do so.
- 8.2 Where the Supplier has notified or the Buyer has identified any actual or anticipated under performance then this Performance Improvement Process shall apply.
- 8.3 Within such timescales as notified by the Buyer to the Supplier (taking into account all relevant circumstances in relation to the subject matter and nature of the default) but in any event no less than ten (10) Working Days following receipt of a Performance Improvement Notice the Supplier shall, following receipt of a Performance Improvement Notice submit a draft Performance Improvement Plan.

- 8.4 The Buyer shall either approve the draft Performance Improvement Plan within ten (10) Working Days (or such other period as notified by the Buyer to the Supplier) of its receipt pursuant to Paragraph 8.3 or it shall inform the Supplier why it cannot accept the draft Performance Improvement Plan. In such circumstances, the Supplier shall address all such concerns in a revised Performance Improvement Plan, which it shall submit to the Buyer within a minimum period of ten (10) Working Days (or such greater period as notified by the Buyer to the Supplier) of its receipt of the Buyer's comments. If no such notice is given, the Supplier's draft Performance Improvement Plan shall be deemed to be agreed.
- 8.5 Once agreed, the Supplier shall immediately start work on the actions set out in the Performance Improvement Plan.
- 8.6 If, despite the measures taken under Paragraph 8.4 a Performance Improvement Plan cannot be agreed within the minimum period of ten (10) Working Days (or such greater period as notified by the Buyer to the Supplier) then the Buyer may elect to end the Performance Improvement Process and refer the matter for resolution by the dispute resolution procedure set out in Clause 45 (Resolving Disputes) or terminate the Contract by giving written notice to the Supplier with immediate effect and without liability.
- 8.7 Without prejudice to any other rights or remedies of the Buyer, if a Performance Improvement Plan is agreed between the Parties, but the Supplier fails to implement the Performance Improvement Plan in accordance with its terms and by the required remedial plan completion date, the Buyer may:
- 8.7.1 terminate the Contract by giving written notice to the Supplier with immediate effect and without liability;
 - 8.7.2 give the Supplier a further opportunity to resume full implementation of the Performance Improvement Plan; or
 - 8.7.3 escalate any issues arising out of the failure to implement the Performance Improvement Plan to the Supplier's finance director (or equivalent) under the dispute resolution procedure set out in Clause 45 (Resolving Disputes),
- and the rights exercisable under this Paragraph shall be available to the Buyer on any repeat failure by the Supplier of a Performance Improvement Plan.
- 8.8 In the event that the Buyer is of the reasonable opinion that there has been a Material Breach of the Contract by the Supplier, then the Buyer may, without prejudice to its rights under Clause 14.4.5 (When the Authority or the Buyer can end a Contract), do any of the following:
- 8.8.1 without terminating the Contract, procure the supply of all or part of the Services until such time as the Supplier shall have demonstrated to the reasonable satisfaction of the Buyer that the Supplier will once more be able to supply all or such part of the Services in accordance with the Contract;
 - 8.8.2 without terminating the whole of the Contract, terminate the Contract in respect of part of the Services only (whereupon a corresponding

reduction in the Charges shall be made) and thereafter itself supply or procure a third party to supply such part of the Services; and/or

8.8.3 charge the Supplier for and the Supplier shall pay any costs reasonably incurred by the Buyer (including any reasonable administration costs) in respect of the supply of any part of the Services by the Buyer or a third party to the extent that such costs exceed the payment which would otherwise have been payable to the Supplier for such part of the Services and provided that the Buyer uses its reasonable endeavours to mitigate any additional expenditure in obtaining replacement Services.

8.9 If the Supplier fails to supply any of the Services in accordance with the provisions of the Contract and such failure is capable of remedy, then the Buyer shall instruct the Supplier to remedy the failure and the Supplier shall at its own cost and expense remedy such failure (and any damage resulting from such failure) within twenty (20) Working Days of the Buyer's instructions or such other period of time as the Buyer may direct.

8.10 In the event that the Supplier:

8.10.1 fails to comply with Paragraph 8.9 above and the failure is materially adverse to the interests of the Buyer or prevents the Buyer from discharging a statutory duty; or

8.10.2 persistently fails to comply with Paragraph 8.9 above;

the buyer may terminate the contract with immediate effect and without liability by giving the supplier notice in writing.



THE SECRETARY OF STATE FOR WORK AND PENSIONS

TEST AND LEARN DPS

[Project_20559]

Version: 1.0

SCHEDULE C2
SECURITY REQUIREMENTS AND PLAN

1. Introduction

1.1 This Schedule covers;

- a) Principles of security for the Supplier System, derived from the Security Policy, including without limitation principles of physical and information security;
- b) The creation of the Security Plan;
- c) Audit and testing of the Security Plan;
- d) Conformance to ISO/IEC:27002 (Information Security Code of Practice) and ISO/IEC 27001 (Information Security Requirements Specification) (Standard Specification); and
- e) Breaches of Security.

2.1 The Supplier acknowledges that the Buyer places great emphasis on confidentiality, integrity and availability of information and consequently on the security of the Buyer Body Premises and the security for the Supplier System. The Supplier also acknowledges the confidentiality of the Government's Data.

2.2 The Supplier shall be responsible for the security of the Supplier System and shall at all times provide a level of security which;

- a) is in accordance with Good Industry Practice and Law;
- b) complies with the Security Policy;
- c) meets any specific security threats to the Supplier System;
- d) complies with ISO/IEC27002 and ISO/IEC27001 in accordance with Paragraph 5 of this Schedule; and
- e) meets the requirements of the Cyber Essentials Scheme, unless deemed out of scope for this requirement.

2.3 Without limiting Paragraph 2.2, the Supplier shall at all times ensure that the level of security employed in the provision of the Services is appropriate to minimise the following risks:

- a) loss of integrity of Government Data;
- b) loss of confidentiality of Government Data;
- c) unauthorised access to, use of, or interference with Government Data by any person or organisation;

- d) unauthorised access to network elements and buildings;
- e) use of the Supplier System or Services by any third party in order to gain unauthorised access to any computer resource or Government Data;
- f) loss of availability of Government Data due to any failure or compromise of the Services; and
- g) loss of confidentiality, integrity and availability of Government Data through Cyber/internet threats.

3 Security Plan

Introduction

- 3.1 The Supplier shall develop, upload, implement and maintain a Security Plan to apply during the Contract Period which will be approved by the Buyer, tested, periodically updated and audited in accordance with this Schedule.
- 3.2 Where specified in the Order Form, the Supplier shall submit further detail regarding the information security measures they propose to use in delivery of this Contract. The Buyer will assess the data risk for this Contract and if the risk is deemed 'low' then the original questions answered as part of selection onto the DPS will be proportionate. If the data risk is assessed as higher, then the Supplier will be required to submit a security plan detailing, more specifically, the information security measures they propose to use in delivery of a specific contract.

Development

- 3.3 Within twenty (20) Working Days after the Commencement Date and in accordance with Paragraphs 3.10 to 3.12 (*Amendment and Revision*), the Supplier will prepare and deliver to the Buyer for approval the full and final Security Plan as requested in the Order Form
- 3.4 If the Security Plan is approved by the Buyer it will be adopted immediately. If the Security Plan is not approved by the Buyer, the Supplier shall amend it within ten (10) Working Days of a notice of non-approval from the Buyer and re-submit to the Buyer for approval. The Parties will use all reasonable endeavours to ensure that the approval process takes as little time as possible and in any event no longer than fifteen (15) Working Days (or such other period as the Parties may agree in writing) from the date of its first submission to the Buyer. If the Buyer does not approve the Security Plan following its resubmission, the matter will be resolved in accordance with Clause 45 (*Resolving Disputes*). No approval to be given by the Buyer pursuant to this Paragraph 3.4 of this Schedule may be unreasonably withheld or delayed. However any failure to approve the Security Plan on the grounds that it does not comply with the requirements set out in Paragraphs 3.1 to 3.9 shall be deemed to be reasonable.

Content

- 3.5 The Security Plan will set out the security measures to be implemented and maintained by the Supplier in relation to all aspects of the Services and all processes associated with the delivery of the Services and shall at all times comply with and specify security measures and procedures which are sufficient to ensure that the Services comply with:
- a) the provisions of this contract;
 - b) this Schedule (including the principles set out in Paragraph 2);
 - c) those parts of the Specification relating to security;
 - d) ISO/IEC27002 and ISO/IEC27001 unless the Order Form states that these standards do not apply to this Contract; and
 - e) the data protection compliance guidance produced by the Buyer.
- 3.6 The references to standards, guidance and policies set out in Paragraph 3.5 shall be deemed to be references to such items as developed and updated and to any successor to or replacement for such standards, guidance and policies, from time to time.
- 3.7 In the event of any inconsistency in the provisions of the above standards, guidance and policies, the Supplier should notify the Buyer of such inconsistency immediately upon becoming aware of the same, and the Buyer shall, as soon as practicable, advise the Supplier which provision the Supplier shall be required to comply with.
- 3.8 The Security Plan will be structured in accordance with ISO/IEC27002 and ISO/IEC27001.
- 3.9 Where the Security Plan references any document which is not in the possession of the Buyer, a copy of the document will be made available to the Buyer upon request. The Security Plan shall be written in plain English in language which is readily comprehensible to the staff of the Supplier and the Buyer engaged in the Services and shall not reference any other documents which are not either in the possession of the Buyer or otherwise specified in this Schedule.

Amendment and Revision

- 3.10 The Security Plan will be fully reviewed and updated by the Supplier from time to time to reflect:
- a) emerging changes in Good Industry Practice;
 - b) any change or proposed change to the Supplier System, the Services and/or associated processes;
 - c) any new perceived or changed threats to the Supplier System; and
 - d) a reasonable request by the Buyer.

- 3.11 The Supplier will provide the Buyer with the results of such reviews as soon as reasonably practicable after their completion and amend the Security Plan at no additional cost to the Buyer.
- 3.12 Any change or amendment which the Supplier proposes to make to the Security Plan as a result of a Buyer request or change to the Specification or otherwise shall be subject to the change control procedure and shall not be implemented until approved in writing by the Buyer.

4 Audit and Testing

- 4.1 The Supplier shall conduct tests of the processes and countermeasures contained in the Security Plan ("**Security Tests**") as agreed by the Parties. The date, timing, content and conduct of such Security Tests shall be agreed in advance with the Buyer.
- 4.2 The Buyer shall be entitled to send a representative to witness the conduct of the Security Tests. The Supplier shall provide the Buyer with the results of such tests (in a form approved by the Buyer in advance) as soon as practicable after completion of each Security Test.
- 4.3 Without prejudice to any other right of audit or access granted to the Buyer pursuant to this Contract, the Buyer shall be entitled at any time and without giving notice to the Supplier to carry out such tests (including penetration tests) as it may deem necessary in relation to the Security Plan and the Supplier's compliance with and implementation of the Security Plan. The Buyer may notify the Supplier of the results of such tests after completion of each such test. Security Tests shall be designed and implemented so as to minimise the impact on the delivery Services. If such tests impact adversely on its ability to deliver the Services to the agreed Service Levels, the Supplier shall be granted relief against any resultant under-performance for the period of the tests.
- 4.4 Where any Security Test carried out pursuant to Paragraphs 4.2 or 4.3 above reveals any actual or potential security failure or weaknesses, the Supplier shall promptly notify the Buyer of any changes to the Security Plan (and the implementation thereof) which the Supplier proposes to make in order to correct such failure or weakness. Subject to the Buyer's approval in accordance with Paragraph 3.12, the Supplier shall implement such changes to the Security Plan in accordance with the timetable agreed with the Buyer or, otherwise, as soon as reasonably possible. For the avoidance of doubt, where the change to the Security Plan to address a non-compliance with the Security Policy or security requirements, the change to the Security Plan shall be at no additional cost to the Buyer. For the purposes of this Paragraph 4, a weakness means a vulnerability in security and a potential security failure means a possible breach of the Security Plan or security requirements.

5 Compliance with ISO/IEC 27001

- 5.1 This Paragraph 5 shall apply to this Contract unless the Order Form specifically states that the Supplier is not obliged to comply with ISO/IEC 27001.
- 5.2 The Supplier shall carry out such regular security audits as may be required by the British Standards Institute in order to maintain delivery of the Services in compliance with security aspects of ISO 27001 and shall promptly provide to the Buyer any associated security audit reports and shall otherwise notify the Buyer of the results of such security audits.
- 5.3 If it is the Buyer's reasonable opinion that compliance with the principles and practices of ISO 27001 is not being achieved by the Supplier, then the Buyer shall notify the Supplier of the same and give the Supplier a reasonable time (having regard to the extent of any non-compliance and any other relevant circumstances) to become compliant with the principles and practices of ISO 27001. If the Supplier does not become compliant within the required time then the Buyer has the right to obtain an independent audit against these standards in whole or in part.
- 5.4 If, as a result of any such independent audit as described in Paragraph 5.3 the Supplier is found to be non-compliant with the principles and practices of ISO 27001 then the Supplier shall, at its own expense, undertake those actions required in order to achieve the necessary compliance and shall reimburse in full the costs incurred by the Buyer in obtaining such audit.

6 Breach of Security

- 6.1 Either party shall notify the other immediately upon becoming aware of any Breach of Security including, but not limited to an actual, potential or attempted breach, or threat to, the Security Plan.
- 6.2 Upon becoming aware of any of the circumstances referred to in Paragraph 6.1, the Supplier shall:
- a) immediately take all reasonable steps necessary to;
 - (i) remedy such breach or protect the Supplier System against any such potential or attempted breach or threat; and
 - (ii) prevent an equivalent breach in the future.

Such steps shall include any action or changes reasonably required by the Buyer. In the event that such action is taken in response to a breach that is determined by the Buyer acting reasonably not to be covered by the obligations of the Supplier under this Contract, then the Supplier shall be entitled to refer the matter to the change control procedure in Clause 35 (Changing the Contract); and

- b) as soon as reasonably practicable provide to the Buyer full details (using such reporting mechanism as may be specified by the Buyer from time to time) of such actual, potential or attempted breach and of the steps taken in respect thereof.

[2.4.1] Lot 1 Information Gathering

Please describe how you will undertake gathering the content to inform the design of the content material in line with the specified requirements.

Your response must as a minimum include:

- A description of the information gathering to be undertaken, including subject matter experts to be engaged and the value they will add, and the methods and sources you will utilise;
- An explanation of any further information you feel would be of benefit to meeting the requirements;
- A clear record of sources used to ensure accurate provenance of the content material.

Supplier Name

Learning and Work Institute

Present your response at the top of a new page, within the pre-set margins in Arial font size 12 up to **Three (3) sides of A4.**

Inception

Learning and Work Institute (L&W) would hold an inception meeting in mid-October to agree project priorities, key contacts, aims and objectives, methodology, and key milestones for delivery and project outputs. We would seek to conduct 3 interviews with Employer Advisors, at this early stage, to better understand the nature, extent and frequency of their contact with employers, and to inform subsequent phases of work.

Call for Evidence

L&W will launch a call for evidence on existing practice, disseminated through our extensive network of contacts (including the L&W supporter network). We will utilise our existing relationships with employers, employment support and skills providers and key experts to target specific organisations relevant to the themes of the study. Central to this will be the Better Work Network, a policy and practice-based initiative led by L&W, which brings together over 260 experts and practitioners dedicated to expanding the evidence base around what works to support in-work progression. In addition to establishing key relationships and gathering relevant evidence, we will use the call to ask organisations to nominate best practice employers to engage with the project.

Rapid Evidence Appraisal

Alongside the call for evidence, we will conduct a review of evidence to identify:

1) Challenges faced by employers in supporting in-work progression and good work. The evidence base tells us that there are significant problems with low pay, job security, the provision of workplace training and the availability of flexible working opportunities in the UK. We would seek to understand the pressures acting on employers that hinder good practice and identify where support would be best placed to promote and enable progression. Relevant research includes:

- **Pay and progression:** Employers and the real Living Wage, CIPD (2017); Private sector practice on progression, Incomes Data Services (2014)
- **Job security:** Living Hours, Living Wage Foundation (2019)
- **Work-place training:** Engaging Employers in the National Retraining Scheme, Learning and Work Institute (forthcoming)
- **Flexible working:** Flexible Jobs Index 2019, Timewise (2019)

2) Examples and benefits of progression opportunities, and ways to promote and achieve this alongside employers. This phase of the evidence review will examine the ways to support and encourage employers to deliver progression support by identifying different practices and intervention types that have been successful. There are many ways that employer practice can promote in-work progression and good work – the review will consider the full range (including the categories below). For each intervention type we will identify tangible, evidence-based examples of where implementation has occurred and the resultant outcomes for employers and employees. The review will consider the suitability and efficacy of each type of intervention for various types and sizes of employers, with a view to construct a typology of employers that employer advisors can use to suitably tailor advice and support. We will also gather examples of the gains to be achieved through progression support. This will include benefits for employees, employers and wider society. For example: improved employee wellbeing, productivity, staff retention, business success and employee engagement.

- **Career development pathways:** Evaluation of Glasgow In-Work Care Progression Pilot, L&W (forthcoming) & Progression routes: sector focus – an evidence and practice review, L&W (forthcoming)

- **Reshaping job roles in collaboration with employers:** Evaluation of Timewise Foundation's Earnings Progression Trial, L&W (2017)
- **Voluntary codes/accreditation schemes and awards:** Good Work Standard, GLA & Greater Manchester Good Employment Charter, GMCA
- **Workplace-based training and support:** Cost and outreach pilots evaluation, L&W (2019), Evaluation of ESF In-Work Progression Programme, L&W (2019) & Evaluation of the Skills Escalator Pilot, L&W (2019)
- **Management practices:** High involvement management practices, What Works Centre for Local Economic Growth (2018)

Outputs of the Rapid Evidence Appraisal:

- An understanding of how the labour market currently hinders employers from delivering progression support.
- What good work looks like and the benefits to employers and employees.
- Approaches and interventions that work in supporting employers to deliver in-work progression and good work, and an understanding of how this varies across employer type and size.
- Draft employer typology. This will provide the framework that employer advisors can use to tailor their advice and support.

Key Stakeholder Engagement

We will also engage with a range of key stakeholders and subject matter experts to conduct 10 45-minute telephone interviews. This stage will aim to generate rich qualitative evidence on the experience of employers in implementing progression opportunities, in addition to the views of wider stakeholders. L&W is uniquely placed to engage with a broad range of relevant contacts, through our extensive working relationships across the sector, the Better Work Network, and registered supporter network.

Stakeholder engagement will proceed in two stages. Initially engaging with key practitioners, employer bodies, relevant departments and subject matter experts. We would then proceed to recruit employers with the support of those already engaged.

A preliminary, but not exhaustive, list of relevant contacts is as follows. All organisations listed are members of the Better Work Network, and have a clear track record working with L&W.

Support organisations and practitioners. We will engage with key practitioners involved in the promotion of in-work progression and good work. This includes prominent organisations involved in the development of support and accreditation schemes that have been influential in improving pay, security and quality across the UK: Living Wage Foundation, Union Learn and Timewise.

Experts. Relevant leads within key organisations relevant to this study will also be invited to take part in scoping interviews. Contacts include CIPD, Institute for Future of Work and the Work Foundation. As industry leaders in understanding and promoting in-work progression and good work, these organisations will add significant value to the project.

Employer groups. We will also engage with key business and employer representation groups involved in influencing policy and supporting employers in relation to skills, pay, security and quality of work. This includes Business in the Community and FSB.

Local and central government departments. Some local and central government departments have been at a forefront of developing approaches and interventions to support

employers to improve in-work progression and good work. We will engage with relevant representatives from GMCA, GLA, BEIS and DWP.

Scoping interviews will focus on; understanding and appraising the current support and advice offer for employers; the identification of best practice and key features of effective support models; and, understanding the barriers and enablers to promoting progression acting on employers. In addition, we will gain respondents views on how best to organise employers into a typology so that advice may be effectively tailored.

Employers. L&W will conduct 15 45-minute telephone interviews with a broad range of employers. Employers will be purposively recruited to ensure coverage across the employer typology, developed during the preceding phases of the project. The typology will be agreed with project leads prior to its use in sampling and recruitment. The typology will be determined by the evidence base but may include traditionally low paying sectors (hospitality, cleaning and security), employer size, and public/private dimensions.

Employers will be recruited through the network of L&W supporters (including 450 individuals from across 250 organisations), the 260 member Better Work Network, our network of Festival of Learning Employer Award winners and with the help of practitioners and employer bodies engaged in the project (e.g. FSB, Timewise & LWF) and our wider work (e.g. apprenticeship, traineeship and employer skills provision projects). Recruiting employers through existing relationships will enable the identification of employers with both positive and challenging experiences of intervention implementation, thereby generating useful evidence on how implementation pitfalls can be overcome.

Employer interviews will focus on: tangible ways in which they can support progression, understanding the challenges faces by employers in progressing employees, including both internal and contextual factors; understanding and appraising the current support offer available; the benefits employers have realised as a result of focusing on progression; and, the pitfalls experienced during implementation and ways these have been overcome.

Outputs of Key Stakeholder Engagement

- Identification of good practice examples of employer led in-work progression support.
- Identification of examples of pitfalls in implementing support initiatives and evidence on how these can be overcome.

The outputs of the Information and Gathering stage will form the basis of the Content Material, providing evidence on the benefits of progression support, and the way employers can realise these benefits. It will also generate the content for the development of case studies and testimonials. Interviewing employers during the information gathering phase and then filming shorter face-to-face interviews during phase 2 enables us to easily identify the most appropriate cases for inclusion. This will ensure a range of views and experiences are captured, to achieve maximum impact. This evidence will be taken forward and tested in the second stage with employment advisors, employers, and employees to ensure it is pitched at the correct working level.

Ensuring accuracy and recording sources

We would keep a clear record of the sources used for the content material, to ensure accurate provenance of the information. We will digitally record all interviews with the permission of the participants to ensure we can refer to the information. We will ensure that we reference all information provided in the content material, so that it can be reviewed if necessary.

[2.3.1] Lot 1 Management Plan

Please describe how you plan to deliver the specified requirements within the specified timescales and how you have, or will ensure you have, the specified competencies in order to show that you are able to deliver the specified requirements.

Your response must as a minimum include:

- A clear Management Plan which should contain:
- a time-bound programme of all the activities to be delivered, including providing regular updates to the Authority, in line with the specified requirements;
- a clear plan of sources to be used to produce content material and video;
- timescales, deliverables, contractual milestones and resource requirements including key staff;
- Your supporting justification of your Management Plan, which must clearly demonstrate how delivery will be managed and show how the specified requirements will be delivered within the specified timescales;
- A description of the competencies your staff resources will possess which clearly justifies how the competencies show that you are able to deliver the specified requirements.

Supplier Name

Learning and Work Institute

Present your response at the top of a new page, within the pre-set margins in Arial font size 12 up to Three (3) sides of A4.

Management plan

Project timings:

Below we set out the proposed project timings. The exact timings will be agreed with the Authority at the initiation meeting and confirmed in the initiation report. More detail on each activity is available in 2.4.1 *Information Gathering* and 2.5.1 *Production and Testing of Video and Content Material*.

Initiation meeting	Mid-Oct 2019
Initiation report	21 st Oct 2019
Authority staff interviews	21 st – 25 th Oct 2019
Literature review	21 st – 30 th Oct 2019
Stakeholder interviews	21 st – 30 th Nov 2019
Employer interviews	28 th Oct – 6 th Nov 2019
Content material development	6 th – 15 th Nov 2019
Content material testing and revisions	18 th Nov – 4 th Dec 2019
L&W send draft content material to DWP for Quality Review	5 th Dec 2019
L&W present content to Authority's stakeholders at workshop	12 th Dec 2019
Authority returns comments/amendments to L&W	19 th Dec 2019
L&W send revised content to the Authority	31 st Jan 2020
Authority's sign-off for completed content material	Feb – March 2020

In terms of contractual milestones, we would recommend to issue Milestone payment 1 upon completion of the initiation report (21st October), with the remaining Milestone payment 2 made upon the Authority signing off completed content material (March 2020).

Sources to be used:

We propose using the following sources to produce content material. More information on each is available in 2.4.1 *Information Gathering* and 2.5.1 *Production and Testing of Video and Content Material*.

- **Authority interviews** with employer advisers at DWP, identified with support from the Authority, to understand their needs and the nature of their contact with employers.
- **Literature review** of academic and grey sources identified through a rapid evidence appraisal. To include: the challenges faced by employers in supporting in-work progression and good work, examples and benefits of better work, and the ways to promote and achieve this amongst employers.
- **Key stakeholder interviews** to generate rich data on the current support offer to employers. Conducted with support organisations and practitioners, experts, employer groups and local and central government departments, identified through L&W's extensive network of contacts and supports.
- **Employer interviews** to understand the experience of progressing employees. Conducted with a broad range of employers with positive and challenging experiences of promoting in-work progression and good work, identified with the support of employer groups and practitioners.
- **Case studies and videos** based on interviews with employers.
- **Content testing with material audience** including employers, stakeholders, employer advisers, senior authority officials and employees, to test and refine content materials.
- **Workshop** with the authority and stakeholders to refine materials and ensure they are fit for purpose.

Project management:

Below we set out our approach to project management, and how we will ensure delivery will be managed within the specified timescales.

L&W has ISO 9001-certified systems and processes which allows us to ensure that all project management systems and research work we undertake maintains the highest ethical standards.

We will begin the project with an initiation meeting, at which we will agree our aims and objectives, our approach, the timescales, and the key point of contact at the Authority. We have identified [REDACTED] as Project Manager for this project. [REDACTED] is an experienced project manager, who has previously worked with DWP and other government departments.

While the specification requests monthly management information on progress, given the relatively short timescales (six weeks from initiation meeting to submission of draft content material) we would recommend **fortnightly project updates**. These would contain management information, progress with the project, next steps, and an update risk register.

We have identified a senior team with relevant experience and skills. In the event of staff absence or turnover, we have alternative members of staff for each role. As Project Director, [REDACTED] will quality assure all outputs, including topic guides, the presentation to the workshop, and the draft and final content material.

L&W adheres to strict ethical guidelines in the conduct of its research. We have policies specifically for involving participants in research alongside our general research ethics policy. Confidentiality and anonymity requirements will be discussed with participants and voluntary informed consent will be gained from each. Research findings will be reported anonymously. Digital audio files and electronic copies of transcripts from interviews will be held securely and deleted once the project is complete.

L&W is registered with the Information Commissioner's Office under the Data Protection Act 1998 and has a data protection policy that we implement in every area of our work. Processes and policies have been updated in line with GDPR and all staff are GDPR trained. Use of personal data outside the purposes for which the data was obtained is a breach of our data protection policy, and L&W regards this a disciplinary offence. L&W only collects information that will be necessary for the answering of research questions. Data stored electronically are held in specific folders on L&W's server to which only employees have access. Personal data is only supplied to L&W staff assigned to the project for which it is being used, and only as is necessary for them to undertake the relevant task. As soon as is possible personal data that is no longer required for a given objective is destroyed and L&W conducts an annual data audit to ensure that data are not retained for longer than necessary. All our data is scanned via SonicWall Perimeter Antivirus/Malware device as well as Desktop Antivirus software.

Key staff and competencies

Our proposed project team has extensive relevant experience and a record which demonstrates our ability to deliver the specified requirements on schedule.

[REDACTED] – **Project Director:** [REDACTED] will provide strategic direction and guidance for the project, attend project meetings with the Authority and lead the development project outputs and content material. [REDACTED] is Deputy Director of Research and Development at L&W and has more than 13 years' experience in policy and research, with specialisms in employment, employer practices and labour market challenges. [REDACTED] heads L&W's What Works Unit for Employment and Skills and leads our work on progression and better work. [REDACTED] is Project Director for the Better Work Network and has led a number of

projects focused on developing the evidence base around low pay and progression support, including a what works review on progression support for CLGU and a review of low pay and skills provision for the Social Mobility Commission. She has also led the development of toolkits on what works in employment and skills policy and initiated a major What Works Network programme on how to improve outcomes in disadvantaged areas that fed into preparations for the 2019 Spending Review.

[REDACTED] – Project Manager: [REDACTED] is a Research Manager at L&W and will be the key point of contact with the authority, providing fortnightly updates on progress, and monitoring and mitigating any risks. [REDACTED] will lead on the development of project research tools, and co-ordinate the wider team and project activities. [REDACTED] will also conduct primary research through the project, including the evidence review and interviews with Authority staff, practitioners, experts and employers, and lead on content testing activity. [REDACTED] has previously worked on DWP ESA-WRAG pilots and Sanctions Early Warning Trial projects. He plays a leading role in L&W's work on low pay and progression. He is currently managing the Better Work Network – this has included developing resources to aid the commissioning and development of support for low paid workers and leading research around employer practices and ways to improve progression. He recently led the evaluation of GLA's In-Work Progression programme – this included qualitative research with stakeholders, employers and workers. [REDACTED] also led L&W's evidence review on sectoral pathways to progression and is currently managing a project to develop employer and provider-facing resources to aid skills development for low paid workers for the Department for Education.

[REDACTED] – Researcher: [REDACTED] will support the project through conducting research with practitioners, experts, and employers, and support the content testing phase. [REDACTED] will also support content production, drafting project outputs and aiding video production. [REDACTED] has a wealth of experience conducting qualitative research with different groups, including qualitative interviews and thematic analysis with employers, providers and stakeholders. [REDACTED] is also well-versed holding workshops and webinars. [REDACTED] recently managed the JP Morgan pre-apprenticeship programme. This included leading qualitative interviews and co-development workshops with a range of stakeholders and using findings and co-development workshops to produce a variety of resources to aid the provision of pre-apprenticeship support across Europe. This included the development of case studies, videos, guides and top tips documents.

[REDACTED] – Communications officer: [REDACTED] will support video production and content development. Over the past two years, [REDACTED] has worked on the production of the Festival of Learning winner films, working closely with a film production company to plan, develop and constructively feedback on the films. These films are used throughout projects, L&W events and in the wider adult education sector. Having worked on the dissemination of a large number of L&W's research and development projects, [REDACTED] is well-placed to develop content and ensure it is pitched at the right level and usable by the intended audience.

Signature Pictures – Video Production: Signature Pictures will have responsibility for video filming, production and content editing through the project. Signature Pictures are a social enterprise production company. They have worked with several high-profile clients, including Royal Geographical Society, London Councils Apprenticeships and UKRI – Women with Impact, and have extensive experience filming interviews and producing high-quality video content to be used as resources and in information campaigns. The team for this project will include [REDACTED] (Producer), [REDACTED] (Director), [REDACTED] (Camera Operator) and [REDACTED] (Sound Operator).

[2.5.1] Production and Testing of Video and Content Material

Please explain how you will produce and test the content material to ensure that it is fit for purpose, specifically for use by DWP staff and employers.

Your response must as a minimum include:

- An explanation of how you will engage with employer and employee representative bodies and others, as appropriate, to ensure you have sufficient insight in order to provide content material and video of interviews with employers;
- An explanation of how you will ensure that content material is pitched at a suitable working level, rather than an academic one, to ensure Employer Advisers can quote examples in their conversations with employers;
- A clear record of sources used to ensure accurate provenance of the content material;
- A description of how you will ensure that insight and feedback from employers and employees will be addressed and incorporated into the content material and video of interviews with employers;
- A description of how you will ensure that the content material and video is fit for purpose, in line with the specified requirements, at the point of handover to the Authority;
- A description of any anticipated risks associated with the design, production and testing of the content material and video and mitigation activity you will undertake to manage those risks.

Supplier Name	<i>Learning and Work Institute</i>
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Present your response at the top of a new page, within the pre-set margins in Arial font size 12 up to Three (3) sides of A4.

Building on phase 1 (the Information Gathering stage set out in 2.4.1), our approach to testing and refining the content material would ensure it fully meets the needs of Employment Advisors, Employers, Workers and the Authority.

Phase 2 – Content material development

At the start of phase 2, we will thematically analyse the key stakeholder interviews conducted in phase 1 and collate the evidence gathered during the literature review. We will create an analysis framework to bring together the various data sources and stakeholder perspectives, ensuring coverage across the topics of focus and the employer typology. We will then hold an internal team meeting to discuss and explore the emerging findings – focusing on the challenges faced by employers and the types of interventions and solutions available.

Content material development and video production. Using the information gathered during phase 1 we will develop draft Content Material. We will use the insights from conversations held with Employer Advisors and employers during phase 1 to ensure the first draft is pitched at the appropriate working level. This word document will contain concise, accessible material on appropriate progression opportunities available to different types of employers and the associated benefits, relevant case studies from employers that demonstrate the benefits of progression opportunities and examples of how to overcome pitfalls in implementation.

8 short, face-to-face interviews with employers will be conducted and professionally filmed. We will purposively select 8 employers, out of those who took part in a telephone interview, that can offer the most insight, ensuring coverage across a range of opportunities and employer types. The interviews will focus on employer experience of progression support. Signature Pictures – our video production partner – will film short stand-alone clips of the employer interviews. The Signature Pictures team will lead the filming and production process, providing interviewees clear briefing, advice and support to aid the filming of informative, professional videos. Signature Pictures expertise and technical capacity will ensure videos are filmed to a high quality.

Signature Pictures will then edit and produce content from the films, in partnership with the L&W team. They will utilise their technical skills, equipment and experience to produce high quality content in line with the requirements of the ITT. The videos produced will span a range of progression opportunities or support types, across the typology of employers. For example, some will focus on flexible working, job redesign or workplace training. These clips will then be tested with employers, stakeholder and employer advisors as described below.

Phase 3 – Content Material Testing

During phase 3 we will test the Content Material and video clips developed during phase 2 with three target groups: employers and stakeholders, Employer Advisors and senior Authority officials, and employees.

Employers and stakeholders. To ensure that the final videos are fit for purpose, we will host a webinar and invite a wide range of employers and relevant stakeholders to participate. Through the webinar we will share video clips of interviews, case studies and a presentation of written content with employers produced in phase 2 and ask a series of open and closed-ended questions to gauge their feedback. A webinar will provide an accessible, effective means to engage with typically time-poor employers and collect their feedback. A webinar also provides a suitable means to share mixed media outputs and seek responses. For example, screening video clips, polling users and facilitating wider discussion. This will allow for video clips to be screened, questions to be asked via a live online poll, and qualitative discussion

between attendees facilitated. A webinar will enable a large number of employers and stakeholders to participate from a broad range of geographical locations, ensuring we gain a range of perspectives. Invitations to the webinar will be disseminated through employer representation groups, such as CBI and FSB, in addition to all channels used to recruit employers and stakeholders during phase 1 of the project.

The webinar will aim to gain feedback on the relevance, utility, and persuasiveness of each video clip, in addition to general views of the videos and wider content material. This information will be used to inform the development of the final set of videos, ensuring that project outputs meaningfully incorporate feedback from employers and are fit for purpose.

Employer Advisors and senior authority staff. We will hold a focus group with Employer Advisors to gain their feedback on the draft content material and employer videos. The focus group will begin with a presentation of the content material and video clips produced, followed by structured discussions centred on the utility and accessibility of the material. This will test whether the project outputs are fit for purpose, pitched at the right working level, and whether Employer Advisors feel confident quoting examples contained in the content material during conversations with employers. We will invite senior authority staff to take part to ensure the content material is suitable for the Authority's wider aims and strategy, such as the production of internal and external guidance.

Employees. We will hold a focus group with employees to gain their views on the content material and video clips. The focus group will begin with a presentation of the content material and employer videos, followed by structured discussions centred on the value of the materials, and relevance and desirability of the approaches and opportunities referenced. We will engage employees through our existing network of community and support organisations. This will ensure that participants have experience of or would benefit from the types of progression opportunities referenced. A range of recruitment materials will be used to ensure engagement [REDACTED]

Phase 4 – Postproduction, revisions and sign off

Following the testing phase, we will revise the content material to reflect the feedback from the webinars and focus group. In collaboration with Signature Pictures we will tailor the employer videos, making sure to utilise feedback to produce a suite of high-quality videos suitable for use by Employer Advisors. Overall, we intend to produce 10 4-minute videos, to provide a catalogue of options and case studies for the Employer Advisors.

Draft content material will be reviewed by the project director before submission to the Authority on 5th December, to ensure that feedback from the workshop has been fully reflected and that it is fit for purpose and in line with the specified requirements. We will ensure that the content material includes a clear record of sources used to both ensure accurate provenance of the information, and to allow for validation if necessary. L&W will then present the content material and videos to the Authority and associated stakeholders during a workshop, providing a final opportunity for input on the content and presentation of the project outputs. Revisions will be made based on this workshop and comments received from the Authority, with finalised content material and video sent to the Authority on 31st January.

L&W has extensive experience of producing such material, both for use by government departments, frontline staff, and service users. Examples include an employer guide to support care leavers, a guide for providers on delivering pre-apprenticeships, a guide for commissioners and practitioners involved in in-work progression support and Festival of

Learning videos. We understand the importance of using high quality evidence, whilst ensuring the information is accessible and practical for the target audience.

Project risks and mitigation. Below we set out the risks that we have identified with this project, and our approach to managing and mitigating these risks.

Risk	Likelihood	Severity	Management and mitigation
Difficulty in recruiting employers	Low	High	We would engage with practitioner organisations as soon as being awarded the contract and work closely to recruit appropriate employers. We will also use our extensive supporter network and Better Work Network to disseminate invitations.
Difficulty in finding case studies	Medium	High	Alongside L&W's existing employer case studies, we would engage practitioner organisations in the project to support with the identification of employers with positive and challenging experience of implementation. For example, Timewise, as a flexible work consultant with whom L&W have an existing relationship, will be able to facilitate contact with employers who have had positive experiences of implementing flexible work practices. They will also be able to facilitate conversations with employers who have experienced and overcome pitfalls in implementing flexible working practices. By engaging with numerous practitioner and employer representative bodies early in the project, we will mitigate this risk.
Content material is not pitched at the right level	Low	High	We would test the draft content material in with Employer Advisors, Employers and Employees. We would subsequently refine the material to ensure it is pitched at the right level for all parties who will use or stand to gain from its use. L&W are well versed experience in producing accessible and concise material for use by delivery staff.
Content material is not delivered in time	Low	High	We will, where appropriate, run project strands in parallel to ensure milestones are met. For example, we will begin key stakeholder engagement and employer recruitment at project outset, in parallel to the evidence review. Video editing and post-production will occur alongside production of Content Material. We will digitally record interviews with employers in the first instance to negate the need for repeated interviewing. The Project Manager will monitor progress throughout the project cycle, maintaining regular contact with the Authority. Should the project fall behind, L&W is able to draw on support from the wider team or our network of research associates for extra capacity.
Staff absence impacts delivery	Medium	Low	We have assembled an experienced project team to deliver this work who have the combined capacity to work flexibly and cover any instances of absence. Additionally, L&W have alternative staff and a large network of research associates available to deliver the project in the event of unforeseen absence.