

**Bid Pack**

**Attachment 5 – Draft Letter of Appointment**

Contract Reference: Survey of Separated Parents

CCZZ20A76

Dear Sirs

**Letter of Appointment**

This letter of Appointment dated 11th December 2020 is issued in accordance with the provisions of the DPS Agreement (RM6018) between CCS and the Supplier.

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

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| Order Number: | CCZZ20A76 |
| From: | Department for Work and Pensions ("Customer") |
| To: | Market and Opinion Research International (MORI) Limited ("Supplier") |

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| --- | --- |
| Effective Date: | 14th December 2020 |
| Expiry Date: | End date of Initial Period 16th July 2021  End date of Maximum Extension Period 15th October 2021  Minimum written notice to Supplier in respect of extension: 7 days |

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| Services required: | Set out in Section 2, Part B (Specification) of the DPS Agreement and refined by:  · the Customer’s Project Specification attached at Annex A and the Supplier’s Proposal attached at Annex B |

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| Key Individuals: | **Customer:**  [REDACTED]  **Supplier:**  [REDACTED] |
| [Guarantor(s)] | N/A |

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| --- | --- |
| Contract Charges (including any applicable discount(s), but excluding VAT): | £109,688.14 exc VAT  See Annex C for full details |
| Insurance Requirements | Sufficient Public liability insurance, employers’ liability insurance, professional indemnity insurance and product liability insurance sufficient to cover all risks in the performance of the Contract. |
| Liability Requirements | **Suppliers limitation of Liability** (Clause 18.2 of the Contract Terms);  Limit of liability of £250,000 |
| Customer billing address for invoicing: | [REDACTED]  Phone: [REDACTED]  Email: [REDACTED] |

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| GDPR | Refer to Schedule 7 of the Terms and Conditions |
| Alternative and/or additional provisions (including Schedule 8(Additional clauses)): | Not required |

**FORMATION OF CONTRACT**

**BY SIGNING AND RETURNING THIS LETTER OF APPOINTMENT (which may be done by electronic means) the Supplier agrees to enter a Contract with the Customer to provide the Services in accordance with the terms of this letter and the Contract Terms.**

**The Parties hereby acknowledge and agree that they have read this letter and the Contract Terms.**

**The Parties hereby acknowledge and agree that this Contract shall be formed when the Customer acknowledges (which may be done by electronic means) the receipt of the signed copy of this letter from the Supplier within two (2) Working Days from such receipt**

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

Name and Title: Name and Title:

Signature: Signature:

Date: Date:

**Annex A**

**Customer Project Specification**

# Scope of Requirement

## The Customer requires the Supplier to undertake research at pace examining a sample of separated parents with responses covering key groups of interest which includes both Resident Parents and Non-Resident Parents and parents with different arrangement types - no arrangement, FBAs and statutory (through the CMS) arrangements.

## Understanding the needs and experiences of separated parents is methodologically challenging, especially in relation to achieving robust response rates from hard to reach groups, in this case from non-resident parents who do not disclose children not living with them.

## The research will involve a 20-25 minute survey with a minimum of 1,500 responses. The Customer suggests that, to maximise the response rate, the survey may be mixed mode – telephone and online with telephone being the primary option and online option offered to meet accessibility requirements for those have difficulty communicating by phone, or to those who are resistant to participating by phone and prefer online.

## The Customer will provide the Supplier with a sample frame of separated parents drawn from Family Resources Survey (FRS) participants who have agreed to be re-contacted for future surveys. Due to limited numbers of up to 3,000 available from this source and an under-representation of NRPs and some older age group limitations it will be boosted by a sample drawn from Universal Credit (UC) and CMS administrative data. However, as the Customer expects the FRS-sourced sample to provide our broadest range of views we would want to achieve as many responses as possible from this source and for the administrative sources to maximise our representation of NRPs.

## The Customer will supply a draft set of survey questions and work with the Supplier on refinements to the design of the research instruments. The Customer will sign off the final survey questions and design.

## The Supplier must adhere to all Customer security guidelines. This is mandatory and will involve working with the Project Manager to ensure security procedures are in compliance with Departmental standards. During the inception meeting the Customer will provide access to all internal security guidelines and provide advice to the contracted Supplier.

# The requirement

## The scope of this requirement extends to the following outputs:

### A survey designed in collaboration with the Customer that addresses evidence gaps outlined in Section 3 and research questions as detailed in Clause 6.7

### A short pilot with initial results and feedback within one week of fieldwork commencing to test the research instruments, for the Supplier to provide feedback to the Customer and to agree any changes to the script;

### Weekly update on findings of key variables;

### Fieldwork to be complete by the end of February 2021;

### A PowerPoint supported presentation of the research findings to the Authority two weeks after fieldwork completion;

### Follow up analysis after the presentation at the request of the Customer, if required;

### A Ministerial presentation, if required;

### A full first draft report of findings by April 2021;

### Full survey data transferred back to the Customer in an accessible format with accompanying documentation, including a data dictionary, ensuring adequate transfer of knowledge to support its future use by the Authority;

### A final report of the research findings for publication;

### A one-page summary of the research for the DWP website;

### Section 7 of this document refers to key milestones and deliverables, as well as their deadlines.

## Analysis of the survey data is to include:

### Bivariate analysis of all of the survey questions by key subgroups with significance testing to identify sub-group differences. Key subgroups the analysis will explore are: resident vs non-resident parents; arrangement type; socio-economic group; number of children; whether the resident parent is partnered or a lone parent.

### Statistical testing will use a p value of <0.05 and a 95% confidence interval.

### Regression analysis to understand the drivers of certain experiences / behaviours such as type of arrangement, whether arrangements are working well and parental relationship quality.

### The Customer welcomes suggestions on the approach to weighting to correct for any bias in the sample groups and for non-response.

## The Customer requires regular updates on the progress of the research, including a minimum of weekly telephone kits with the research team during fieldwork.

## Draft versions of all reports must be provided by the Supplier for quality assurance with all relevant stakeholders. Comments must be considered and used to inform the final versions. Products must be produced in a format consistent with the DWP Style Guide. The Supplier should be aware that they may be required to produce multiple draft copies before a final version is accepted.

## The proposed geographical coverage for this work is England, Scotland and Wales. The Supplier should be aware that the Department has signed up to the Welsh Language Scheme. Where it conducts public business in Wales, it treats the English and Welsh languages equally. The Supplier must be aware of the provisions of the Welsh Language Scheme and the implications of conducting research in Wales.

### In practice, this means the Supplier must ensure;

#### Invitation letters to Welsh participants are issued in both English and Welsh;

#### Interview / survey materials for Welsh participants are made available in Welsh, where requested;

#### Interviews are conducted in Welsh, where requested;

#### Any telephone or postal queries from Welsh participants are answered in Welsh, where requested.

### The Supplier must confirm their ability to meet the above provisions at all stages of the research process.

## Proposed Methodology:

### The precise format of the research will be designed in conjunction with stakeholders and the Supplier,

### Design:

#### The research will consist of interviews with separated parents.

##### The Supplier will aim to conduct 2,000 interviews, with a minimum of 1,500 interviews if response rates prove difficult.

##### The research will consist of a 20-25-minute telephone or online interview. The balance of telephone and online mode will be determined by: the extent to which we have email addresses for sample members; and the advice of the research contractor in the invitation to tender.

#### The Customer may consider the use of participant incentives. If the Customer deems it appropriate to offer incentives, research participants could receive a £10 voucher to maximise the response rate so that the target number of 2,000 (minimum 1,500) interviews can be achieved..

#### The Customer will have the final say on the use of incentives.

## The analysis and research findings will aim to provide evidence as outlined earlier in Section 3. These evidence gaps include but are not limited to:

### Insight into non-resident parents and shared care, maintenance and an understanding of non-compliance with payments and other arrangements

### Whether families who do not have a child maintenance arrangement need support in setting one up and have needs that are not being met by the CMS in its current form

### What other support organisations separated parents draw on and whether there is scope for the CMS to work more closely with these 3rd parties to help parents set up and maintain effective arrangements

### The characteristics of separated parents and how these characteristics correlate to different arrangement types

### Why and when separated parents make the arrangement choices they do (or have no arrangement in place) and transitions between arrangements

### How well arrangements are working and any reasons they do not work well

### The level in which parental conflict and good relationship quality determines a good child maintenance arrangement

### The relationship between arrangements and shared care and other outcomes for separated families, such as their labour market participation

### The impact of new family formation on arrangements

### The experience of separated families during the imposed lockdown due to the Covid-19 pandemic

### The Customer will provide a draft set of survey questions, however we anticipate the Supplier will use their expertise in question design and work with the Customer to produce a final list of survey questions. The Customer will have final sign off of the survey questions.

## Ethical considerations to be taken are:

### It is essential that the research allows all participants to partake fully. Research instruments should be designed to be accessible if required. Researchers should be experienced in conducting interviews on a sensitive topic.

### It is the responsibility of the Supplier to ensure the research is conducted ethically. The Supplier will be expected to assess whether ethical approval is necessary. Where ethical approval is required, it will be the responsibility of the Supplier to seek and gain ethical approval before the research commences.

### All participants must give their full consent prior to taking part in the research. This consent must be informed, specific and freely given. Explicit verbal consent must be obtained and recorded by the interviewer, in cases of telephone interviews and electronic consent must be obtained in the cases of online interviews.

### The Customer will provide the Supplier with a template for obtaining informed consent from participants to ensure it is compliant with DWP standards and processes.

# Key Milestones and Deliverables

## The following Contract milestones/deliverables shall apply:

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| --- | --- | --- |
| **Milestone/Deliverable** | **Description** | **Timeframe or Delivery Date** |
| 1 | Project Inception meeting | Early December 2020 |
| 2 | Work with DWP to design research instruments | December 2020 |
| 3 | Sign off research instruments | no later than end December 2020 |
| 4 | Sample data transferred and received by the contractor | no later than 8th January 2021 |
| 5 | Mainstage Fieldwork | January 2021 and February 2021 |
| 6 | Short pilot and test of research instruments | within first week of fieldwork commencing |
| 7 | Debrief meeting of research instruments and changes made | within first week of fieldwork commencing |
| 8 | Weekly findings on key variables sent to DWP | every week throughout fieldwork |
| 9 | Majority of fieldwork complete | by end February 2021 |
| 10 | Produce slide pack of main findings and analysis and deliver presentation to key DWP stakeholders | no later than mid-March 2021 |
| 11 | Follow up analysis complete following presentation | by end March 2021 |
| 12 | Fully useable survey data transfer and supporting documentation back to DWP | by end March 2021 |
| 13 | A first draft of full report of research findings provided to DWP | April 2021 |
| 14 | A final, signed off, version of full report of the research findings for publication | by first week of June 2021 |
| 15 | One page summary of research for DWP website | by first week of June 2021 |

## 

## Deadlines for final results are non-negotiable, but can be delivered earlier if response rates are high and the desired response rate is met. The Customer will decide when fieldwork should end taking into consideration advice from the Supplier.

## Findings are required by the middle of March 2021, regardless of response rate, therefore the Supplier will need sufficient resource in terms of fieldwork and analytical capacity to undertake these activities concurrently. A flexible, iterative approach to fieldwork and analysis will also be needed so that any early analytical insights can be fed back in the design of the data collection tools and sampling strategy.

## The Supplier shall perform its obligations so as to achieve each Milestone by the Milestone Date.

### The Customer will ensure that the successful Supplier has access to relevant information to allow for a suitable understanding of the policy area prior to commencing the work.

### The Customer will liaise closely with the Supplier to ensure that any changes in priorities that affect the project are communicated clearly and in a timely fashion.

### The Customer will ensure that the Supplier has access to the relevant samples for conducting the research.

### The Customer requires reporting outputs as detailed in the table above. Culminating in a findings report in April. A final publishable quality report will be agreed between the Customer and the Supplier and provided by the end of the first week in June 2021.

## Changes to the Milestones shall only be made in accordance with the variation procedure and provided that the Supplier shall not attempt to postpone any of the Milestones using the variation procedure or otherwise (except in the event of a Customer default which affects the Supplier’s ability to achieve a Milestone by the relevant Milestone Date).

## The Supplier will inform the Customer of changes to risk which will impact upon delivery to time, cost or quality.

# Management Information/Reporting

## The Customer requires regular updates on the progress of the research, including a minimum of weekly telephone kits with the research team during fieldwork and analysis stages as well as weekly interim findings from key variables during fieldwork.

## The Customer requires a short pilot to be conducted within the first week of fieldwork to test research instruments. A feedback report should be provided to the Customer by the Supplier and any changes to the script must be approved by the Customer.

## Draft versions of all reports must be provided by the Supplier for quality assurance by the Customer. Comments must be considered and used to inform the final versions. Products must be produced in a format consistent with the DWP Style Guide. The Supplier should be aware that they may be required to produce multiple draft copies before a final version is accepted.

# Volumes

## Volumes required for interviews are called out under Section 2.6.2 of Design under The Requirement.

# Continuous Improvement

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

## The Supplier will meet with the Customer once one week of fieldwork has commenced, or whenever the Supplier advises, to discuss the survey questions and ensure the research instruments are appropriate and working well. The Supplier and the Authority will have a debrief meeting to discuss any changes to the research instruments to ensure best working practices.

## The Supplier should present new ways of working to the Customer during update meetings.

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

# Quality

## Research Reports must follow the DWP Research Report style guide and Research Reports template: <https://www.gov.uk/government/publications/dwp-research-reports-style-guide>

## The Supplier shall have sound processes for quality assurance in place and should demonstrate their internal procedures to assure and control quality in all aspects of the study within their proposal. This includes:

### Specified and clearly defined procedures for working closely with the Authority through regular updates;

### Specified and clearly defined procedures for quality assuring all research tools and analysis;

### Interview quality control procedures, including details of how the researchers conducting interviews have been trained and briefed;

### Specified and clearly defined procedures in place for handling complaints from potential and actual respondents.

### Specified and clearly defined procedures in place for handling contact from potential and actual respondents wanting benefit or legal advice, or are at potential risk of self-harm.

## The Supplier shall assess the key risks to the project. The Supplier shall identify the most significant risks to successful completion of the programme of work, assess the degree of risk (likelihood and impact) and set out strategies for minimising these risks and managing the consequences if problems occur, including revising methodologies where appropriate. Ethical issues should also be considered (see the guidelines on [Ethical Assurance for Social Research in Government](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/515296/ethics_guidance_tcm6-5782.pdf)).

# 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.

## The Supplier’s staff assigned to the Contract shall have the relevant qualifications and experience to deliver the Contract to the required standard.

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

# Service Levels and Performance

## The Customer will measure the quality of the Supplier’s delivery by:

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| --- | --- | --- | --- |
| **KPI/SLA** | **Service Area** | **KPI/SLA description** | **Target** |
| 1 | Agreed sampling process | The sample frame will be provided by DWP. The contractors will develop a sampling process and agree with the Project Manager. | 100% Finalised sampling process |
| 2 | Survey questions and survey design | Final design of the survey working closely with and to be signed off by the Project Manager | 100% completion when the finalised survey is signed off by the Project Manager |
| 3 | Weekly findings update | Supplier to provide the Authority with weekly updates on emerging headline findings | 100% completion each week during fieldwork stage |
| 4 | Fieldwork completed | Quantitative interviews with separated parents | 100% completion of a minimum of 1,500 interviews |
| 5 | Presentation of findings to DWP stakeholders | Headline findings and analysis PowerPoint slide pack produced and agreed with the Project Manager.Slide pack signed off by Project Manager.Presentation led by Supplier to senior DWP stakeholders. | 100% completion by the time agreed in contract |
| 6 | Final Report and summary | Final report of full findings of a publishable standard (following DWP research style guide and templates), plus one page summary of report.Signed off by DWP Project Manager. | 100% completion by the time agreed in contract. |

## The Supplier’s performance will be monitored and assessed through regular project update meetings with the Department’s Project Manager, review of progress against the agreed project timeline and through review of deliverable products. Meetings with the Project Manager will occur at least once in every two-week period.

## The Supplier shall provide a robust escalation procedure to help resolve any issues that may arise within project delivery. This should include the provision of a dedicated senior point of contact who can deal with and resolve such issues.

## The Supplier shall ensure enough resource is allocated to the project and that they have options for the situation of staff absence or sickness.

## The Supplier shall be required to provide a full incident report, which describes the issues and identifies the causes. The Supplier will also be required to 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 Customer agrees to 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 – Contract Terms and Conditions.

# Security and CONFIDENTIALITY requirements

## The Supplier must adhere to all DWP security guidelines. This is mandatory and will involve working with the Project Manager to ensure security procedures are in compliance with Departmental standards.

## The Supplier must provide detailed plans for how they will ensure participant data will be securely received, stored and destroyed. A DWP Generic Security Assurance Document (GSAD) must be completed, before a supplier is appointed, to provide assurances that data security procedures meet DWP standards. The GSAD includes assurance all staff and interviewers have Baseline Personnel Security Standard (BPSS). Suppliers can bid for the contract if BPSS is not in place at the time of bidding, however they must ensure they attain BPSS as soon as possible so as not to impede on the ability to deliver requirements on time.

## All fieldwork must be gathered, transported and stored securely.

### The Customer may request to listen in on interviews conducted as part of the survey. The logistics of listening in on interviews will be confirmed with the Supplier.

### Any transfers to and from the contractor to any subcontractors (for example, a transcription services provider) must also meet DWP standards, using PGP encryption software or equivalent.

## All transfers of personal data to and from the Authority must meet the Authority’s security standards as agreed in the Generic Security Assurance Document.

## Data must be held, processed and transported only within the United Kingdom.

## The Supplier must securely store data in accordance with the General Data Protection Regulation. The Customer requires details from the Potential Provider on how this will be undertaken.

## The Supplier is required to provide assurance to the Customer that all data will be securely destroyed within a reasonable timeframe, as per current Data Protection Regulations, following completion of the project.

## The Supplier must follow appropriate research fieldwork principles, and adhere to requirements outlined in the Ethical Assurance Guidelines for Government Social Research, particularly with regards to obtaining informed consent, protecting anonymity (where possible) and confidentiality.

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

## In the case where the Supplier’s staff are working from home due to the Covid-19 pandemic, the Customer may require sight of the Supplier’s working from home policy.

# 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

## Contract management will fall under responsibility of the Customer.

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

# Location

## The Services will be carried out at the Supplier premises with attendance at the Customer’s premises as identified and agreed.

## On line meetings will be used where practicable

## All on site meetings will be conducted in line with relevant social distancing measures at the time of the meeting and Supplier visitors will be required to ensure they are aware of what these are prior to attendance.

**Annex B**

**Supplier Proposal**

[REDACTED]

**Annex C – Pricing**

**Deliverables with Incentives**

[REDACTED]

**Deliverables without Incentives**

[REDACTED]