



Crown
Commercial
Service

DEPARTMENT FOR TRANSPORT

- AND -

TNS UK LTD

CONTRACT

FOR

**PROVISION OF QUALITATIVE RESEARCH FOR DFT STAFF
INSIGHTS**

CCZZ17A34

OFFICIAL

ORDER FORM

SUBJECT TO THE CALL-OFF TERMS AND CONDITIONS OF UK SHARED BUSINESS SERVICES LTD. S3 - PRECEDENT FRAMEWORK AGREEMENT
FOR THE PROVISION OF MARKET RESEARCH SERVICES

FROM

Authority	DEPARTMENT FOR TRANSPORT
Service Address	Great Minster House, London SW1P 4DR
Invoice Address	Redacted
Contact Ref:	CCZZ17A34
Order Number	To Be Confirmed
Order Date	To Be Confirmed

TO

Provider:	TNS UK LTD
For the attention of: E-mail Telephone number	Redacted
Address	Kantar Public, 222 Gray's Inn Road, London, WC1X 8HB.

1. SERVICES REQUIREMENTS

(1.1) Services and Deliverables Required:

The Services will be delivered in line with the Appendix B – Statement of Requirements (issued 27/11/2017), and the Provider's Response (dated 13/12/2017). Extracts of both documents are below.

STATEMENT OF REQUIREMENTS

SCOPE OF REQUIREMENT

The requirement will entail qualitative research with ASD staff members. The core objectives of this stage of the review are to:

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Understand staff experience of working in ASD, including:

- Perceptions of what is and isn't working well in their own role and within the wider structure.
- Perceptions of the Directorate's overall vision – and how this aligns (or doesn't) with staff's roles.
- Aspirations for the future of their role / team / the directorate.
- Determine enablers and barriers to success.

Identify opportunities for improvement regarding:

- Ways of working within the Directorate – including any examples of best practice within the Directorate that can be shared more widely.
- How the Directorate engages with other parts of the business, especially with other analytical teams.
- How the Directorate engages with other external stakeholders, including other Government departments, academia and industry.
- The use of technology in delivering work / objectives.
- Increasing the effectiveness and impact of the Directorate and its work.

The Provider must develop these further into specific research questions, and should build a degree of flexibility into their bids so that emerging questions that are surfaced through the research activities can be explored as the study progresses.

The specific focus of this requirement will be on enablers and barriers to success and opportunities to increase overall effectiveness, efficiency and impact of the directorate and its work including how ASD can make better use of technology. The research is required to enable ASD staff to reflect on their and the directorate's relationship with other analytical teams in the Authority.

The review will predominantly focus on the work of ASD's two analytical divisions: the 'Central Research Team' (CRT) and 'Transport Appraisal & Strategic Modelling' (TASM). Cumulatively, the two divisions account for around 90% of ASD's headcount and hold the entire budget for research. Both divisions have deep expertise in specific analytical methods and provide wide-ranging support and advice to colleagues across the department

CRT is comprised of 37 members of staff organised in four teams or 'building blocks', each with particular methodological expertise, namely: Social & Behavioural Research [SBR]; Department Office for Science [DO-Science]; In-House Analytical Consultancy [IHAC] (operational researchers); and Evaluation Centre of Excellence [ECoE].

Each team operates autonomously, although there is a small amount of cross-division working as required particularly on wide-ranging strategic projects. Collectively, CRT's aim is to provide high-quality and timely evaluation, science and engineering, social and behavioural and operational research analysis and advice to inform decision-making, policy development and the delivery of the Authorities priorities.

CRT is home to the Chief and Deputy Chief Scientific Advisor and the Heads of Profession for Social Research, Science & Engineering, and Operational Research.

TASM operates as a single team, within which there are four branches each focussing on a specific area of modelling and/or appraisal. They are: Strategic Analysis Team [SAT]; Modelling & Appraisal Methods [MAM]; External Engagement; and Analysis & Appraisal Assurance [AAA]. At capacity TASM should have 28 members of staff.

TASM's remit is to champion Value for Money in meeting the strategic objectives of the Authority; and maintain confidence that the modelling, forecasting and appraisal evidence supporting decisions are fit-for-purpose. The Head of Profession for Modelling also sits in the division.

ASD's remaining staff sit within the Analysis Management Team (AMT). Despite not being directly involved in analytical work, the team provide support to both the directorate and the wider analytical community in the Authority and are therefore also in scope of this study.

AMT provides corporate support to the Chief Analyst in her role as head of ASD, Head of Profession for economics, and leader of the wider analytical community. The team of seven has responsibility for undertaking routine management activities (e.g. finance, management assurance, ICT, records management, Honours nominations) and for providing support on issue that affect the entire analytical community (e.g. recruitment and retention, communications, research publication). The Chief Analyst also nominally sits in this team.

Further information about each team, including an organisational chart, will be provided to the Provider in order to assist with the development of a sampling framework.

THE REQUIREMENT

The Provider is required to be deliver:

- Development and submission of qualitative research questions for approval by the Authority.
- Planning and delivery of qualitative research with ASD (volume and type to be proposed by the Provider) at the Authority's premises.
- Anonymised transcripts/notes from interviews and any outputs of analysis, to allow for peer-review of findings.
- Workshop meeting to discuss interim results with the Authority for an internal audience (half a day at the Authority).
- Written report (in Word) with an executive summary and contacting raw data with interpretations and recommendations.
- Regular project updates, with frequency to be agreed at the project set-up meeting but fortnightly as a minimum.

The Provider may also be requested to participate in an internal workshop in the final stages of the Review, and should provide a separate optional cost for attending this.

The research methodology must provide description and justification of the research methodology that the Provider envisages applying to fulfil the project requirements. The Provider shall present an appropriate design which takes into account the research objectives.

Fulfilment of the project requirements will involve a qualitative research methodology, using techniques such as in-depth interviewing, or small-scale group discussions.

With around 70 members of staff in the three units of ASD in scope of the review (CRT, TASM, AMT), The Provider shall carefully consider the trade-offs in terms of cost, quality and time of meeting with each member of staff individually, in small groups, or just with a representative sample. The number of interviews should be sufficient to ensure robust qualitative conclusions can be drawn about the research questions.

The Provider shall deliver:

- The minimum number of interviews/groups required to satisfactorily meet the project requirements.
- Their recommended work and benefits over and above (but including) the minimum project requirements, providing justification and benefits to the Authority.

Although the project team within ASD will be available to support with scheduling interviews, it is important that the Provider will effectively engage with ASD staff. Because this project involves staff views on working in the Authority, and potentially sensitive personal data, it will be important that research ethics are maintained throughout and data is handled with care and in confidence. Outputs from this project will feed into the wider ASD Review programme, and its final report and recommendations could have financial and resource implications so will require sensitive handling.

KEY MILESTONES

The Provider shall note the following project milestones that the Authority will measure the quality of delivery against:

Milestone	Description	Timeframe
1	Inception meeting	Within week 1 of Contract Award
2	Finalisation of research methodology, interview questions and timescales.	By week 4 of Contract Award
3	Fieldwork	Within week 4-7 of Contract Award
4	Emerging findings workshop	Within week 8 of Contract Award
5	Delivery of draft report	Within week 12 of Contract Award
6	Sign-off of report	Within week 14 of Contract Award

It is important that project plans build in time for the Authority to comment on research tools, analysis plans, presentations and reports – whilst also recognising the need for research findings to inform decisions being taken in March/April 2018.

AUTHORITY’S RESPONSIBILITIES

A nominated project manager from the Authority will be responsible for the day-to-day management of the Contract and will be the main point of contact for the Provider. The project manager from the Authority will be involved in all stages of the project and will:

- Provide a point of contact for information.
- Act as a conduit to arrange interviews with staff.
- Act as a conduit to provide meeting rooms for interviews with staff at the location of the Authority.
- Approve all key design and management decisions including approval of research interview questions and research methodology.

An internal steering group also has an important role to play in the successful delivery of this project. The project manager from the Authority will act as the liaison between the steering group and project team.

As a minimum it is expected that the internal steering group will be given the opportunity to comment on the following:

- Topic guide questions;
- Outputs from the research exercises.

REPORTING

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The Provider will clearly identify a contract manager who will work collaboratively with the Authority's project manager (Redacted) and provide regular updates. The method and regularity for providing updates and progress meetings will be agreed following the start of the commission (The Provider should assume that fortnightly progress updates with the project manager will be required as a minimum).

The Provider must provide delivery of progress updates summarising progress in achieving objectives and the projected programme of work. These should be made in writing to the appointed Project Manager, with format to be agreed at the outset of the project. The researchers should also be available for regular telephone conversations where required.

VOLUMES

It is anticipated that the project could include up to a maximum of ~70 interviews (i.e. one interview with each ASD staff member), the Authority anticipates the total number of interviews may be fewer than this.

For this project one slide pack and one report is required to be delivered.

CONTINUOUS IMPROVEMENT

The Provider shall continually improve the way in which the required Services are to be delivered throughout the Contract duration.

The Provider shall present new ways of working to the Authority during the fortnightly review meetings.

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

QUALITY

The Provider must provide a quality control plan which demonstrates their organisation's quality control procedures.

All outputs must be clearly written, and written in such a way that it makes them easily accessible to a non-technical audience. All technical jargon and terminology must be fully explained and plain English used throughout the reports.

In addition to the project deliverables being accessible, they also need to be sufficiently robust to guide future policy decisions. This means that the research needs to be defensible in design and that the collection, analysis and interpretation of qualitative data is transparent and systematic. Methodological decisions and any implications of these must be explained and included in a dedicated section or Annex of the final report.

Circulated drafts and final versions of all outputs should be thoroughly proof-read prior to submission. There is a need to build sufficient time in to your timetable for the Authority to comment on any draft and final outputs (at least 2 weeks required for comment), and for these comments to be fully addressed (several drafts of a report may be required before a final version is agreed).

STAFF AND CUSTOMER SERVICE

The following types of expertise will be essential for successful delivery of this requirement:

- Understanding and experience of contributing to or delivering similar organisational reviews.
- Understanding and experience of qualitative research with professionals (ideally including experience of researching organisational cultural and structural change).
- Capacity to undertake and deliver this research requirement within the timetable.

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The Provider shall provide a sufficient level of resource throughout the duration of the Qualitative Research with ASD Staff Contract in order to consistently deliver a quality service to all Parties.

The Provider’s staff assigned to the Qualitative Research with ASD Staff Contract shall have the relevant qualifications and experience to deliver the Contract.

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

SERVICE LEVELS AND PERFORMANCE

Specifically, the following KPIs will be used to assess the Providers performance:

KPI/SLA	Service Area	KPI/SLA description	Target
1	Delivery of project outputs	The outputs are to be delivered in line with the desired timetable	100% on time in full
2	Research quality	The extent to which the research is performed to answer the research objectives.	100%
3	Response time	The responsiveness of the successful Provider to feedback.	Acknowledgment within 48 hours
4	Risk	The degree to which project risks are identified and managed appropriately	100%

Where the Authority identifies poor performance against the agreed KPIs, the Provider shall be required to attend a performance review meeting. The performance review meeting shall be at an agreed time no later than 10 working days from the date of notification at the Authority’s premises.

The Provider shall be required to provide a full incident report which describes the issues and identifies the causes. The Provider 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 Authority agrees to work with the Provider to resolve service failure issues. However, it will remain the Providers sole responsibility to resolve any service failure issues.

Where the Provider 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 Appendix C - Terms and Conditions.

SECURITY REQUIREMENTS

The Authority is committed to maintaining high standards of data confidentiality. The Provider is required to sign a non-disclosure agreement to ensure secure information is not shared.

The Provider must fully comply with Data Protection and Freedom of Information legislation and the Mandatory Minimum Measures set out by the Cabinet Office which can be found here:https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/60968/cross-gov- actions.pdf.

INTELLECTUAL PROPERTY RIGHTS (IPR)

The Authority will have ownership of any results and intellectual property associated with the outputs from the Contract.

PAYMENT

On award of the contract, the Authority expects to be provided with a profile of how they will be invoiced (also referred to as the payment schedule). This shall include amounts for each of the agreed outputs (broken down by staff time and other costs incurred), including a breakdown of VAT if applicable, and also dates when invoices will be submitted linked to key project milestones.

To assist with the payment process draft invoices should first be submitted by e-mail to the Authority project manager. Once the draft invoice has been agreed a 'Goods Received Notice' (GRN) will be produced and the Authority will then confirm that the invoice may be submitted for payment.

Invoices must quote the PO number and must be submitted as directed in the PO to:

Redacted.

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.

ADDITIONAL INFORMATION

Risk management

The Provider shall identify key risks to the delivery of the project and how they might be eliminated or minimised. This shall be provided in the form of a risk assessment table outlining where a risk is low, medium or high, how these risks would be overcome and who would be responsible for the action (e.g. Authority or Provider).

LOCATION

The Authority is located at Great Minster House, London SW1P 4DR. It is expected that meetings, presentations and workshops will be held at these offices, as well as the in-depth interviews / group discussions involved in the fieldwork for this project. Additionally, at least one day of fieldwork will include a visit to Ashdown House Hastings, Sedlescombe Rd N, Hastings, Saint Leonards-on-sea, TN37 7DA.

PROVIDER'S RESPONSE

The Provider will deliver the required research projects in accordance with their Tender Response of 13/12/2017 (Annex 1 – 4) and the above Statement of Requirements. The below is an extract from the Provider's Tender Response.

Redacted.

(1.2) Commencement Date: Tuesday 9th January 2018

(1.3) Price Payable by Authority

The firm maximum price for this contract is £39,523.00. Inclusive of expenses and exclusive of VAT.

Prices will be calculated based on the Rates provided by the Provider in their response (dated 13/12/2017). These rates are as follows:

Redacted.

(1.4) Completion Date: 8th July 2018.

2 ADDITIONAL REQUIREMENTS

(2.1) Supplemental Requirements in addition to Call-Off Terms and Conditions:

Non Applicable

(2.2) Variations to Call-Off Terms and Conditions

Not Applicable

3. PERFORMANCE OF THE SERVICES [AND DELIVERABLES]

(3.1) Key Personnel of the Provider to be involved in the Services [and deliverables]:

As per section 1.1

(3.2) Performance Standards

As per section 1.1

(3.3) Location(s) at which the Services are to be provided:

Services will be carried out at the Providers premises as per Section 1.1

(3.4) Quality Standards

The Provider is required to perform the services in accordance with the Market Research Society Code of Conduct.

The Provider will adhere to Framework quality standards, as referred to in section B1-3-2 of the Framework Agreement.

(3.5) Contract Monitoring Arrangements

As per section 1.1.

4. CONFIDENTIAL INFORMATION

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(4.1) The following information shall be deemed Commercially Sensitive Information or Confidential Information: -

- Provider's breakdown of pricing and points of contact.
- Any of the Authority's sensitive information shared with the Provider shall be deemed confidential.

(4.2) Information shall be deemed Commercially Sensitive Information or Confidential Information for 7 Years.

BY SIGNING AND RETURNING THIS ORDER FORM THE PROVIDER AGREES to enter a legally binding contract with the Authority to provide the Service specified in this Order Form together with, where completed and applicable, the mini-competition order (additional requirements) set out in section 2 of this Order Form. Incorporating the rights and obligations in the Call-Off Terms and Conditions set out in the Framework Agreement entered into by the Provider and UK SBS and any subsequent signed variations to the terms and conditions.

For and on behalf of the Provider: -

Name and Title	
Signature	
Date	

For and on behalf of the Authority-

Name and Title	
Signature	
Date	