



Crown
Commercial
Service

Letter of Appointment

Contract Reference: CCZZ20A75 – Communications Insight
and Evaluation – Lot 4 Data Analysis and
Modelling

Cabinet Office
70 Whitehall
Westminster
London
SW1A 2AS

Dear Sirs

Letter of Appointment

This letter of Appointment dated 07/01/2021 is issued in accordance with the provisions of the DPS Agreement (RM6018) between CCS and the Supplier.

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

Order Number:	CCZZ20A75
From:	The Cabinet Office ("Customer")
To:	Ipsos MORI ("Supplier")

Effective Date:	11/01/2021
Expiry Date:	End date of Initial Period 10/01/2023 End date of Maximum Extension Period 10/01/2025 Minimum written notice to Supplier in respect of extension:30 days

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:	For the Customer – Insight Evaluation and Behavioural Sciences Team, CO REDACTED For the Supplier REDACTED
[Guarantor(s)]	Not applicable

Contract Charges (including any applicable discount(s), but excluding VAT):	<p>As per Annex C and Schedule 6 of the Contract Terms and Conditions</p> <p>Each individual research project called off this commercial agreement shall have costs and pricing agreed between the Supplier and Customer prior to any work being undertaken. Payment can only be made following satisfactory delivery of agreed products and deliverables.</p> <p>Before payment can be considered each invoice must include a valid purchase order number and an elemental breakdown of work completed and associated costs.</p> <p>Invoices shall be issued on a project by project basis following confirmation of deliverables.</p>
Insurance Requirements	None in addition to those stated in Clause 19 of the Contract Terms
Liability Requirements	Suppliers limitation of Liability as per Clause 19 of the Contract Terms;
Customer billing address for invoicing:	REDACTED

GDPR	As per Schedule 7 of the Contract Terms and Conditions
Alternative and/or additional provisions (including Schedule 8(Additional clauses)):	N/A

FORMATION OF CONTRACT

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

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

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

For and on behalf of the Supplier:

For and on behalf of the Customer:

Name and Title:

Name and Title:

Signature:

Signature:

Date:

Date:

ANNEX A

Customer Project Specification

1. BACKGROUND TO REQUIREMENT/OVERVIEW OF REQUIREMENT

- 1.1 The Communications Insight and Evaluation (I&E) team within Cabinet Office commission research on behalf of Number 10, and for policy and communications teams within Cabinet Office and across Government, carrying out research into a range of issues relating to Government priorities at any given point in time. The research provides crucial insight into audience views and behaviour, used to shape policy and communications.
- 1.2 However, the Customer also has a broader requirement for further complementary quantitative research, including audience-specific research, communication planning and evaluation, and analysis and modelling, carried out using a range of methodologies.
- 1.3 Please note the values below are indicative of spend for the first year only and the spend over the lifetime of the Contract. The Customer does not guarantee volumes of word or spend.
 - 1.3.1 Lot 4 – Data Analysis and modelling for the purposes of audience segmentation, econometric analysis and predictive modelling. Carrying out statistical analysis using primary or secondary quantitative (or qualitative data) to segment audiences, understand reaction to different communication messages, analyse drivers of behaviour or campaign performance and built predictive scenario models. Expected Year 1 spend of £600,000 with a potential total spend of £1.59m over the lifetime of the contract (subject to budgetary approval on Contract award). Work done under this Lot may involve analysis of data collected elsewhere, but may also include commissioning additional quantitative research where this is needed for the purposes of particular segmentation, analysis or modelling projects.
- 1.4 The Budget amounts provided are indicative only and represent maximum spend levels - they are not a guarantee of spend and there is no commitment to spend under the Contract. Detailed costings will be required throughout the life of the Contract for all scenarios as they are commissioned
- 1.5 The Contract term shall commence upon Contract Award and be reviewed after two years with an option to extend for another one (1) year and a further one (1) year (2+1+1). Requirements will vary but the Contract term may include periods of regularly scheduled fieldwork and periods of ad-hoc research.
- 1.6 Fast turnaround of research will often be involved with findings providing urgent advice to strategy and communication teams in the Prime Minister's Office and Cabinet Office. Quality of service as well as flexibility and responsiveness are therefore key requirements, along with a robust understanding of how Government operates and the particular propriety and ethics involved.
- 1.7 The majority of research is expected to be carried out within the UK however, the Customer may wish to commission ad hoc international research, with audiences including (but not limited)
 - 1.7.1 the general public across the UK and citizens within each of its four nations (England, Scotland, Wales, Northern Ireland)

- 1.7.2 specific segments of the general public, based on demographics, attitudes or locality
 - 1.7.3 business audiences including SMEs, senior decision makers, self-employed, business stakeholders, employees, and different industry sectors
 - 1.7.4 central or local government employees and NHS employees
 - 1.7.5 research in countries outside the UK, including public, business and government audiences in EU and globally. While the majority of research outside of the UK will be conducted online, there may occasionally be a requirement for face to face or telephone work.
- 1.8 The Customer retains the rights to the data and findings arising from the research and reserve the right to share with other contracted providers where such will be of the benefit to the Customer.

2. DEFINITIONS

Expression or Acronym	Definition
I&E team	Means The Communications Insight and Evaluation team
EU	Means the European Union
CO	Means the Cabinet Office

3. SCOPE OF REQUIREMENT

- 3.1 Statistical analysis of either primary or secondary data utilising a range of methods, to produce audience segmentation, econometric analysis or undertake data modelling (including any further analytical outputs required by the Customer). Secondary data will be provided by the Customer or any other Supplier that holds the Contracts for any of Lots 1, 2, 3 and/or 5. Analysis may cover a broad range of topics centred on Number 10 and Customer priorities (for instance: the Union, EU transition, Covid-19) and wider government policy relevant to specific audiences identified by the Customer, Number 10 or other government departments, within the UK public or public within EU Member States.
- 3.2 Outlined below are **typical data analysis and modelling requirements** including (and not limited to):
- 3.3 Application of statistical analysis methods relating to the following areas:
- 3.3.1 Attitudes, knowledge and claimed behaviours to inform communication
 - 3.3.2 Audience segmentation
 - 3.3.3 Behaviour change, including use of behaviour change models, led by statistical analysis (note: this is not Behavioural Science-led work)
 - 3.3.4 Campaign evaluation including ROI and econometric analysis
- 3.4 Outlined below are the essential **requirements** including (and not limited to):

- 3.5 Ability to perform statistical analysis on primary and secondary quantitative data, using a range of methods, to produce audience segmentation, econometric analysis or undertake data modelling (including any further analytical outputs required by the Customer). Secondary data may be provided by the Customer, other Government departments and organisations or any other Supplier that holds the Contracts for any of Lots 1, 2, 3 and/or 5, specified in this Call for Competition.
- 3.6 Ability to work with a wide range of data especially those related to campaigns including social media and digital analytics, media monitoring and analysis as well as official statistics.
- 3.7 Delivery of a report and/or presentation, which includes, but is not limited to:
- 3.7.1 A summary of key findings and strategic advice suitable for senior government stakeholders, pertaining to the brief provided by the Customer;
 - 3.7.2 Charting and summary of findings for key questions as agreed between the supplier and the Customer
- 3.8 Ability to develop data dashboard and provide data feeds into existing campaign dashboards
- 3.9 Collaboration with media buying agencies and strategy planners contracted by the Customer to design and implement robust evaluation frameworks covering any range of topics or activities the Customer is engaged in, as requested by the Customer.
- 3.10 Outlined below are the **additional requirements that may be needed on an ad-hoc basis**, including (and not limited to)
- 3.11 Ability to conduct, or to sub-contract, primary data collection to supplement understanding of analysis or modelling through quantitative means where the data does not already exist within the Cabinet Office or cannot be sourced from other projects covered by Lots 1, 2 3 and/or 5
- 3.11.1 Access to a robust sample of the UK public or a specific audience or group within the UK public, as identified by the Cabinet Office Specific audiences could include (but is not limited to):
 - (a) Specific groups within the UK general public defined in terms of demographic, socio-economic, life stage, behavioural or attitudinal factors or specifically defined audience segment
 - (b) Specific groups within the UK general public defined in terms of geographical areas of interest (e.g. a specific town, region, county or other specific area etc.)
 - (c) Specific groups of SMEs within the overall UK business population
 - (d) Specific groups within EU audiences
 - 3.11.2 The ability to set quotas and/or boost within the sample to cover specific subgroups within the overall sample
 - 3.11.3 A maximum of 10 days in field to achieve the minimum required sample
 - 3.11.4 Delivery of results tables a maximum of one day after coming out of field

- 3.11.5 Design and alteration of questionnaires, as directed by the Customer
- 3.12 Ability to carry out international surveys in a range of countries across the world if required
- 3.13 Further ad hoc analysis of the dataset gathered by the Supplier, as agreed with the Customer. Including, but not limited to, analyses of distinct subgroups within the overall sample, multivariate regression analyses
- 3.14 Delivery of a report and/or presentation covering any ad hoc analysis, including but not limited to; summary of key findings, drivers of attitudes or behaviours, and strategic advice suitable for senior government stakeholders, pertaining to the brief provided by the Customer; charting and summary of findings for key questions as agreed between the supplier and the Customer
- 3.15 Debrief presentations at campaign or communications milestones, as defined by the Customer, with analyses and presentation of findings pertaining to the brief
- 3.16 Ad hoc data visualisation by charting and presenting results from key questions, or sub-groups within the overall sample, as requested by the Customer
- 3.17 Ability to deliver supplementary qualitative techniques and insight to accompany quantitative research, when the qualitative element is minor and where it makes no sense to divide between multiple suppliers.

4. THE REQUIREMENT

- 4.1 The Contract is for the supply of quantitative research and/or analysis as and when requested by the Cabinet Office Insight & Evaluation team for a potential four-year period. The Contract term shall commence upon Contract Award and be reviewed after two years with an option to extend for a one (1) year period and then a further one (1) year period. (2+1+1).
- 4.2 Each project will require a response to a specific brief outlining approach, data sources that will be drawn upon, timings and costs. It will also specify whether or not additional primary research may be needed, and if so, recruitment, optimal sample and additional costs.
- 4.3 For all quantitative research projects, provision and pricing must include recruitment of respondents to an agreed specification, including incentives, questionnaire design and delivery of fieldwork, provision of results and analysis and reporting to an agreed specification. If quantitative is not being commissioned, as part of the project, provision and pricing must include written outline of approach with costs, gathering and analysis of data and reporting to an agreed specification.
- 4.4 Requirements for additional deliverables will be agreed on a project by project basis but will likely involve detailed reporting of findings to an agreed format (Word or PowerPoint slides) drawing together insights with strategic recommendations.
- 4.5 Retrospective analysis pieces may also be requested, involving the ability to draw on past ad hoc projects to build strategic insight about audience groups, evolving trends or thematic learnings and identify the implication
- 4.6 Pricing assumptions
 - 4.6.1 In the case of online research (panel and other methodologies), cost to set up the survey, plus cost per respondent including recruitment and incentives and any costs related to analysis and reporting of results.

- 4.6.2 In the case of telephone research (panel and other methodologies), cost to set up the survey, cost per respondent including recruitment and incentives and interviewer costs.

5. KEY MILESTONES AND DELIVERABLES

5.1 The following Contract milestones/deliverables shall apply

Contract Milestones	Description	Timeframe or Delivery Date
1	Contract signed by Successful Supplier	Within 2 days of Contract Award
2	Inception meeting between the Supplier and the Customer	Within 2 weeks of Contract Award

5.2 The following typical project milestones that the Customer will measure the quality of delivery against. These are examples only and will vary with each individual project.

Project Milestone	Description	Timeframe
1	Project specific brief to agency (email / telephone outline of requirements)	N/A
2	Agency initial response to brief (email outline with viable field options)	Same or next working day following brief
3	Agency fully costed response to brief	Within 5 working days of brief (sooner if required)
4	Commencement of programme of work	Within 1-2 weeks of brief (sooner if required)
5	Written top-line reporting	Next working day following each day of fieldwork
6	Verbal top-line reporting, by telephone or F2F	Within 1-2 days of fieldwork

6. MANAGEMENT INFORMATION/REPORTING

6.1 If projects under Lot 4 include additional primary data collection the following shall apply

- 6.1.1 Soft copy of final questionnaires
- 6.1.2 Data tables in excel format
- 6.1.3 Provision of raw data files upon request
- 6.1.4 Top-line findings in a word document
- 6.1.5 Full report/presentation in word or PPT presentation

7. VOLUMES

7.1 As with the potential Contract value there are no guarantees on volume of work. Based on estimates from previous years the typical maximum frequency of work is set out below:

- 7.1.1 Audience segmentation, econometric analysis and data - segmentation and modelling work could be required to be updated on a weekly basis (including supporting quantitative research) at periods of high communication activity, but not run at all at other times during the lifetime of the contract.

8. CONTINUOUS IMPROVEMENT

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

8.2 The Supplier should present new ways of working to the Customer as they arise or during Contract review meetings.

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

9. QUALITY

9.1 Results from the research will be used to shape communications and marketing or inform policy making. Therefore, it is critical that the project runs to time, with all assumptions and caveats clearly highlighted, and that all reporting is checked for accuracy and quality prior to sending.

9.2 All researchers will be Market Research Society (MRS) members and all research processes must adhere to the Market Research Society Code of Conduct.

10. STAFF AND CUSTOMER SERVICE

10.1 The Supplier shall provide a sufficient level of resource throughout the duration of the Contract in order to consistently deliver a quality service to all Parties. Note that there are likely to be periods of high demand, at short notice, therefore the Supplier shall scale up / down on demand.

10.2 The Supplier's staff assigned to the Contract shall have the relevant qualifications and experience to deliver the Contract to the required standard. This includes Research Director level moderation of all research design and Research Director level delivery of all reporting

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

11. SERVICE LEVELS AND PERFORMANCE

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

KPI/SLA	Service Area	KPI/SLA description	Target
1	Timescales	All fieldwork to be completed at the dates agreed with the customer at the start of the project.	100%
2	Timescales	Supplier to provide timings for research options following receipt of a Customer brief within 2 working days	100%
3	Service Delivery	Supplier to provide the Customer with a recruitment sample with methodology for each brief within agreed times	100%
4	Service Delivery	Supplier to provide written top line findings from fieldwork and data tables within agreed timescales for each brief	100%
5	Service Delivery	Final deliverables to be provided for each project within pre agreed timescales	100%
6	Service Delivery	Reports to be delivered with pre agreed deliverables in an agreed format suitable for sharing with senior government stakeholders	100%
7	Service Delivery	Upon commission of each project, the Supplier to agree with the customer the criteria required to demonstrate the impact and benefits of the project.	100%
8	Account Management	Supplier to notify the customer within 12 working hours of any issues or mistakes with a resolution of how they intend to rectify within a time agreed by the Customer for each brief	100%
9	Account Management	The Supplier shall provide a dedicated account manager to respond to queries and review performance. If the account manager is not available an appropriate deputy shall attend Contract review meetings with the Customer	100%
10	Account Management	All complaints to be acknowledged and a resolution provided to the Customer within 5 working days	100%
11	Account Management	All telephone calls or emails from the Customer to be responded to within 24 hours of receipt	100%

11.1 The Customer shall maintain a record of Supplier adherence to the agreed service level and performance timelines. Any non-adherence will result in performance review meetings between the Customer and the Supplier, to provide explanation as to why the

service level agreement was not met. Improvement plans shall also be established here.

- 11.2 Where the Supplier fails to provide a Service Improvement Plan or fails to deliver the agreed Service Improvement Plan to the required standard, the Customer reserves the right to seek early termination of the contract in accordance with the procedures set out in the Terms and Conditions of RM6018.

12. SECURITY AND CONFIDENTIALITY REQUIREMENTS

- 12.1 Any research must be conducted to MRS Code of Conduct standards, especially any regarding young or vulnerable audiences, which include adhering to the Data Protection Act with regards to the collection and storage of respondent details.

13. CONTRACT MANAGEMENT

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

14. LOCATION

- 14.1 The location of the Services will be carried out in the field or at the offices of the Supplier(s). Briefings, reporting and debriefs will be held at the offices of the Customer at: Cabinet Office, 70 Whitehall, Westminster, London, SW1A 2AS (or other Cabinet Office central London office)

ANNEX B

Supplier Proposal – Dated 17th November 2020

REDACTED

ANNEX C COMMERCIAL RESPONSE

Rates will remain fixed for the term of the Contract and any extension. Roles and Rates are based on an eight (8) hour day and are inclusive of expenses and exclusive of VAT.

REDACTED

Part 1: Contract Terms

Please refer to Attachment Terms and Conditions