

DPS FRAMEWORK SCHEDULE 4: LETTER OF APPOINTMENT AND CONTRACT TERMS

Part 1: Letter of Appointment

Dear Sirs

Letter of Appointment - CCZZ20A03 - Provision of Specialist Recruitment Research

This letter of Appointment dated 16th March 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.

Order Number:	TBC
From:	Department for Work and Pensions ("Customer")
To:	ESRO Limited ("Supplier")

Effective Date:	18 th March 2020
Expiry Date:	17 th March 2021

Services required:	Set out in Section 2, Part B (Specification) of the DPS Agreement and refined by: <ul style="list-style-type: none">· 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 – Digital Engagement Manager Supplier: REDACTED – Associate Director
[Guarantor(s)]	N/A

Contract Charges (including any applicable discount(s), but excluding VAT):	The total contract charge is £ 71,337.50 Exc VAT. (See Part 3 for – Supplier Costings of this document for details).
Insurance Requirements	Additional public liability insurance to cover all risks in the performance of the Contract, with a minimum limit of £1 million for each individual claim.
Liability Requirements	Supplier's limitation of Liability (Clause Error! Reference source not found. 1 of the Contract Terms);
Customer billing address for invoicing:	REDACTED

GDPR	See Schedule 7 Processing, Personal Data and Data Subjects.
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:

REDACTED

Name and Title:

REDACTED

SIGNATURES BOTH REDACTED

Date: 19/03/2020

Date: 20/03/2020

ANNEX A

Customer Project Specification

1. PURPOSE

- 1.1 Department for Work and Pensions (DWP), (referred to as 'the Authority' hereafter) has made spending review commitments to reduce real term spending on technology. This will be achieved through reducing reliance on third party suppliers and contractors by building sustainable internal digital capability through the recruitment of digital specialists.
- 1.2 Having current staff in control of the Authority's digital services will also improve oversight and accountability and help meet efficiency challenges. The digital teams help deliver critical projects such as Universal Credit, Personal Independence Payment and the new State Pension.
- 1.3 The Authority needs to recruit staff in a very competitive and challenging market and effective recruitment marketing activity and promotion of specific vacancies is a crucial element in attracting permanent external candidates. Previous advertising activity has provided strong evidence that targeted advertising can engage and convert high quality candidates, at a fraction of the cost of a traditional recruitment agency.
- 1.4 In support of this activity, the Authority wishes to engage a Research Supplier that will help it better engage with its intended recruitment audience. The appointed Supplier's contribution will include but not be limited to:
 - 1.4.1 Capturing the experiences of recent recruits to the Authority's organisation. How they became aware of vacancies and their experiences of the recruitment process. To include setting up a process for the Authority to undertake this in-house, going forwards.
 - 1.4.2 Helping to inform DWP Digital how it is perceived by persons it has employed, or is interested in employing. And how DWP Digital compares with competitor employers. To include an assessment of how the Authority's current Employee Value Proposition is working.

2. BACKGROUND TO THE CONTRACTING AUTHORITY

- 2.1 DWP is responsible for welfare, pensions and child maintenance policy. As the UK's biggest public service department it administers the State Pension and a range of working age, disability and ill health benefits to around 20 million claimants and customers.
- 2.2 "DWP Digital" is the technology arm of the Authority and is recruiting new staff. Cabinet Office have provided approval to invest in research activity and paid advertising to support the recruitment activity.

3. BACKGROUND TO REQUIREMENT/OVERVIEW OF REQUIREMENT

- 3.1 The Authority needs to attract and hire a wide range of digital talent into business-critical roles, mainly across six regional hub locations. This is to build sustainable internal digital capability and reduce reliance on third party suppliers to meet spending commitments.
- 3.2 During 2020 the Authority have a target to recruit up to 900 technology specialists; and for 2020/21 this could be up to 800 specialist roles. These are required to support the following three goals for 20/21:
 - i. Improving performance and stability of the Authority's digital services.

- ii. Building specialist capability and capacity.
 - iii. Continuing to strengthen cyber security.
- 3.3 Because of the UK IT skills shortage, traditional vacancy advertising or head-hunting techniques often fail to achieve the desired results. The recommended strategy is to build a strong employer brand which engages with and attracts the best candidates into a recruitment funnel and then target them with vacancies and direct approaches. A strong employer brand can lead to up to 50% savings in cost-per-hire and around 69% of tech professionals would not take a job at a company with a poor reputation.
- 3.4 Only 20% of the UK tech market are considered to be actively looking for a new role, while the remaining 80% are classed as 'passive', who typically need 3 to 10 interactions with an organisation before applying for a role (*source: LinkedIn*).
- 3.5 The Authority undertakes recruitment marketing through a mixture of paid and low-cost activity. This focuses on building brand credibility through strong brand storytelling, and leverages the employee voice to earn the trust of candidates.
- 3.6 The creative approach heavily features current staff, providing a human face of the Authority, conveying authenticity and harnessing peer-to-peer advocacy. Messages will be underpinned by employer brand and key attributes.
- 3.7 In summary, the approach is set out in a 3-stage funnel:
 - 3.7.1 **Attract:** Raise the profile of a successful employer brand in the digital sector. Position The Authority as a thought leader and innovator, and change perceptions of working in government IT through communications, people, partners and events.
 - 3.7.2 **Build interest and drive acquisition:** Communicate the Authority's purpose, people and work through mainly employee-led, emotive, engaging content to build interest, and capture leads or new subscribers. Keep warm leads engaged through email marketing.
 - 3.7.3 **Convert:** Advertise job opportunities to candidates actively looking for jobs. Work closely with the talent acquisition team to maximise LinkedIn's features and job boards, and to develop more added value or 'help' content that supports candidates through the application process.
- 3.8 All paid activity will complement an 'always on' activity, which is a combination of:
 - organic social media
 - content marketing
 - PR and partnerships
 - external engagement through events/meet-ups/hackathons
 - direct marketing via talent acquisition managers through job boards
 - microsite and social media job postings to fill immediate posts
- 3.9 For the remainder of 2020 and continuing into 2020/21, recruitment activity is likely to be more challenging, with a focus on roles that are more difficult to fill (i.e. those with niche skills and increased competition at our hub locations), as well as implementing a new Employee Value Proposition (EVP) and continue to build awareness in a very noisy and crowded market.

4. DEFINITIONS

Expression or Acronym	Definition
DWP	means Department for Work and Pensions
EVP	means Employee Value Proposition

5. SCOPE OF REQUIREMENT

5.1 The scope applies to all activities covered in Section 6 – The Requirement.

6. THE REQUIREMENT

6.1 To better manage these recruitment challenges and ensure budgets are spent effectively, the Authority needs to evolve and refine its marketing and PR approach.

6.2 Three areas have been identified where there is a need to address knowledge gaps and develop insight as a priority. These areas are:

6.2.1 External audience interests, needs, behaviours and channels

6.2.1.1 The Authority needs to be more targeted and reach and engage the desired audience on their terms, in their environment with things that genuinely interest them.

6.2.1.2 The requirement is to build a much better understanding of certain audiences, for example the engineering community, to better understand how this audience interacts online (where they socialise, which channels they use, trade media they read), what their interests are within their sector, who they follow (thought leaders) and frequency of engagement etc.

6.2.2 Learning from the journey, process and experience of our recent recruits

6.2.2.1 There is an opportunity to learn more from the experience of recent joiners to the organisation. From how they found out about the role, their channel consumption, experience of the recruitment and on boarding process and general information about their sector.

6.2.2.2 The requirement is to set up a process to enable DWP Digital to capture and manage this moving forward, as part of set up, the supplier will undertake the first burst of this research activity.

6.2.3 Assessing our new Employee Value Proposition (EVP)

6.2.3.1 To support the implementation of a new EVP, the Authority wants to understand how DWP Digital stands out against competitors / how it can attract external candidates and how the creative look and feel of the EVP is perceived.

6.3 It is anticipated that this insight will be achieved through a mixture of quantitative and qualitative research with targeted external audiences and a sample of recently recruited staff. The appointed Supplier will be responsible for proposing to the Authority:

6.3.1 Were the targeted external audiences reside and the sample sizes and content required to fulfil the Authority's objectives.

6.3.2 The sample size and content of the Authority's recently recruited staff.

6.4 The Authority requires some elements of this work to be delivered by 31 March 2020. Ideally both 6.2.1 and 6.2.3.

7. KEY MILESTONES AND DELIVERABLES

7.1 The following Contract milestones/deliverables shall apply:

Milestone/Deliverable	Description	Timeframe or Delivery Date
1	Contract commencement	Within week 1 of Contract Award
2	Inception Meeting	Within week 1 of Contract Award
3	Agreed research design and approach including sampling	Within 3 weeks of Contract Award
4	Final Report of Findings	Within 8 weeks of Contract Award or no later than 31/03/2020 (There is scope for flexibility against this deadline, this will be discussed at the inception meeting)

8. MANAGEMENT INFORMATION/REPORTING

8.1 The Supplier shall submit reports to the Authority providing quantifiable and qualitative evidence, at a granular level, based on the three requirements outlined in Section 6 of this document. The reports will be provided on completion of each stage. The stages are described at 6.2.1, 6.2.2 and 6.2.3. All stages must be completed on / before 31 March 2020.

8.2 The Supplier shall deliver the first results at a face to face meeting to be held at the Authority's premises. The date and time of this meeting will be mutually agreed by the parties, but it should be on / before 31 March 2020. The final report can be submitted electronically in excel CSV format, unless otherwise stipulated by the Authority.

9. VOLUMES

9.1 N/A

10. CONTINUOUS IMPROVEMENT

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

10.2 The Supplier should present new ways of working to the Authority during any Contract review meetings.

10.3 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.

11. SUSTAINABILITY

11.1 N/A

12. QUALITY

12.1 N/A

13. STAFF AND CUSTOMER SERVICE

- 13.1 The Supplier shall provide a sufficient level of resource throughout the duration of the Contract in order to consistently deliver a quality service.
- 13.2 The Supplier's staff assigned to the Contract shall have the relevant qualifications and experience to deliver the Contract to the required standard.
- 13.3 The Supplier shall ensure that staff understand the Authority's vision and objectives and will provide excellent customer service to the Authority throughout the duration of the Contract.

14. Service Levels and Performance

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

KPI/SLA	Service Area	KPI/SLA description	Target
1	Research delivery timings	Achievement of milestones / deliverables stipulated in the table at 7.1 above.	98%
2	Quality of data and insight	Reports to provide, in full, outputs specified in the Statement of Requirement.	98%
3	Reporting timescales	Reporting provided within 5 days of the end of each of the three stages	98%
4	Support	Emails and phone calls responded to and resolved within 3 working days of receipt.	98%

15. SECURITY AND CONFIDENTIALITY REQUIREMENTS

15.1 N/A

16. PAYMENT AND INVOICING

- 16.1 Payment can only be made following satisfactory delivery of pre-agreed certified products and deliverables.
- 16.2 Before payment can be considered, each invoice must include a detailed elemental breakdown of work completed and the associated costs.
- 16.3 Invoices should be submitted to:

REDACTED

17. CONTRACT MANAGEMENT

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

18. LOCATION

18.1 The Services will be undertaken at the Supplier's premises. Meetings are likely to be at the Authority's site(s), unless agreed otherwise by the Authority.

ANNEX B
Supplier Proposal

REDACTED

Part 2: Contract Terms
Attached as a separate document

Part 3 Supplier Costings

REDACTED