



RS Consulting Ltd
REDACTED

Attn. **REDACTED**
REDACTED

Date: Tuesday 05th June 2018

Procurement ref: CCCO18A11

Dear Sir/Madam,

Award of contract for the provision of Automatic Enrolment: Qualitative Research with Newborn Employers

Further to your submission of a Tender/Proposal for the above Procurement, on behalf of the Department for Work and Pensions (the "Authority"), I am writing to advise that the procurement is now complete.

I am pleased to inform you that your company ranked first in our evaluation with an overall score of 77.52% and therefore we would like to award the contract to you.

The attached appendix provides detailed feedback on your submitted proposal.

The call-off contract shall commence on the 07th day of June 2018 and will operate for:

(a) A period of 20 months until the 07th February 2020.

Or:

(b) Until you have concluded the work and the Authority confirms acceptance of all contracted deliverables / outcomes. Whichever occurs first.

The total contract value shall be £161,073.40 (excluding VAT).

This procurement activity was a further competition under Dynamic Purchasing System (DPS) RM6018 Research Marketplace and the DPS Terms and Conditions shall apply. A copy of the contract is provided with this Award Letter and includes those DPS terms and conditions.

Please print and sign a copy and forward to the Procurement Lead electronically via the e-Sourcing Suites' messaging service. They in turn will manage its ratification and return a copy for your records.

Please ensure that the signed copy of the contract is submitted via the e-sourcing suite by 1700 hours on Thursday 07th June 2018

Should you have any queries regarding this or any other matter please do not hesitate to contact me.

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Yours faithfully,

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Customer Service Centre: 0345 410 2222

Direct dial: **REDACTED**

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Signed for and on behalf of Department for Work and Pensions.

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Order Number:	CCCO18A11
From:	Department for Work and Pensions ("Authority")
To:	RS Consulting Limited ("Supplier")
Effective Date:	07 th June 2018
Expiry Date:	End date of Initial Period; either 20 months expiring on 07 th February 2022. Or have concluded the work and the Authority confirms acceptance of all contracted deliverables / outcomes. Whichever occurs first.
Services required:	Set out in: Annex A – Authority's Project Scope. Annex B – Supplier's Response. Both of which form part of this document.
Key Individuals:	On behalf of the Authority: REDACTED On behalf RS Consulting Limited: REDACTED
Guarantor(s)	Not Applicable
Contract Charges (including any applicable	£161,073.40

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discount(s), but excluding VAT):	
Insurance Requirements	<p>Employers Liability Insurance of at least five million pounds</p> <p>Professional Liability Insurance of at least two million pounds</p> <p>Neither Party excludes or limits its liability for:</p> <ul style="list-style-type: none">• death or personal injury caused by its negligence, or that of its employees, agents or Sub-Contractors (as applicable);• bribery or Fraud by it or its employees;• statutory obligations stated within the Consumer Rights Act 2015;• any liability in respect of a breach of duty or obligation under the Financial Services & Markets Act 2000 (as amended from time to time); or• any liability to the extent it cannot be excluded or limited by Law. <p>The Supplier does not exclude or limit its liability in respect of the indemnity in Clauses 28 (Staff Transfer) and clause 33 (IPR) and in each case whether before or after the making of a demand pursuant to the indemnity therein.</p>
Authority's billing address for invoicing:	<p>The Authority's billing address shall be as follows:</p> <p>DWP SSCL Accounts Payable Team</p> <p>Phoenix House</p> <p>Celtic Springs Business Park</p> <p>Newport</p> <p>NP10 8FZ</p>
Alternative and/or additional provisions (including Schedule 6 (Additional clauses)):	Not applicable



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 Authority 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 Authority 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 Authority:
Name and Job Title: REDACTED	Name and Job Title: REDACTED
Signature: REDACTED	Signature: REDACTED
Date: 05/06/2018	Date: 07/06/2018

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Annex A

Authority's Project Specification

1. PURPOSE

- 1.1 The Department for Work and Pensions (DWP), hereafter be referred to as “the Authority”, is responsible for welfare, pensions and child maintenance policy.
- 1.2 The Authority wishes to commission research with employers and workers as part of the evaluation of the workplace pension reforms, which are being implemented by ‘newborn’ (new) employers from October 2017 onwards.
- 1.3 This research will explore how ‘newborn’ employers have responded to their employer duties, and their workers’ responses to being automatically enrolled. Findings will be used to inform the evaluation of the Automatic Enrolment programme.
- 1.4 The research will be similar to, and build on, previous the Authority qualitative research conducted with large, medium-sized and small and micro employers. (For further information see <https://www.gov.uk/government/publications/automatic-enrolment-qualitative-research-with-small-and-micro-employers>.)

2. BACKGROUND TO THE CONTRACTING AUTHORITY

- 2.1 As the UK's biggest public service department, the Authority administers the State Pension and a range of working age, disability and ill health benefits. This research is being commissioned by the Private Pensions Analysis and Legislative Strategy Division, in the Private Pensions and Arm's Length Bodies Directorate.

3. BACKGROUND TO REQUIREMENT/OVERVIEW OF REQUIREMENT

- 3.1 The [workplace pension reforms](#) aim to overcome the decision-making inertia that currently characterises many individuals’ attitudes towards pension saving and to make it easier for individuals to save for their retirement. The reforms require employers to automatically enrol all eligible workers aged between 22 and state pension age into a qualifying workplace pension scheme and contribute to it. Individuals can opt out once they have been enrolled if they wish.
- 3.2 The minimum contribution rates are being phased in, and until April 2018 minimum contributions must total two per cent, with at least one per cent coming from the employer. Between April 2018 and April 2019, contributions must total five per cent, with two per cent paid by the employer. From April 2019, overall contributions must total at least eight per cent, with employers required to contribute a minimum of three per cent on a band of earnings for eligible jobholders. The new employer duties were staged between October 2012 and February 2018, starting with the largest to medium-sized employers (October 2012 to June 2015), followed by small/micro employers (June 2015 to May 2017) and completing staging with ‘newborn’ employers from 2012-2017 (May 2017 to February 2018). All ‘newborn’ employers from October 2017 have immediate duties under automatic enrolment.

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- 3.3 In order to monitor the success of the reforms, a comprehensive evaluation is being carried out, which will utilise a wide range of data sources to monitor key outcomes. This project forms part of the evaluation, and will be the Authority's primary source of information for a number of key questions. The [full evaluation strategy](#) includes annual evaluation reports and official statistics.



4. DEFINITIONS

Expression or Acronym	Definition
Cessation	When a worker has ceased active membership (where an eligible jobholder chooses to stop paying into an automatic enrolment scheme after the end of the opt out period).
Ceasing active membership	If an eligible jobholder chooses to stop paying into an automatic enrolment scheme after the end of the opt-out period, they are said to cease active membership.
DWP	The Department for Work and Pensions (The Authority)
Employer size	Employer size is determined by the number of employees. For the purpose of staging dates, The Pensions Regulator categorises employer size based on number of employees in Pay As You Earn (PAYE) schemes as follows: Micro = 1 to 4 employees Small = 5 to 49 employees Medium = 50 to 249 employees Large = 250+ employees
Newborn employers	Employers whose businesses were launched or newly hired eligible employees for the first time. They can be split into two groups: <ul style="list-style-type: none"> • 2012-2017 newborns – Employers whose businesses were launched or who newly hired eligible employees between 2012 and 2017, and were allocated a staging date between May 2017 and February 2018. • Instantaneous newborns – Employers whose businesses were launched or who newly hired eligible employees from October 2017 onwards, who have immediate duties under automatic enrolment.
Opt out	Where a jobholder has been automatically enrolled, they can choose to 'opt out' of a pension scheme. This has the effect of undoing active membership, as if the worker had never been a member of a scheme on that occasion. It can only happen within a specific time period known as the 'opt-out period'.
Opt-out period	A jobholder who officially becomes a member of a pension scheme under the automatic enrolment provisions has a period of one calendar month during which they can opt out and get a full refund of any contributions made. This 'opt-out period' starts from whichever date is the later of the date active membership was achieved or the date they received a letter from their employer with their enrolment information. After this opt-out period a jobholder can still choose to leave the scheme at any time, but will not usually get a refund of contributions, which will be held in their pension until they retire.
Organisation	An employer that is a business, charity or public body.

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Planned increases to contribution levels	The Government has set a minimum amount of money that has to be put into the pension by an employer and in total (i.e. employer and worker's contribution). Currently the total minimum contribution is 2 per cent of the worker's salary of which the employer must contribute at least 1 per cent and 0.2 per cent comes from the state in tax relief. From 6 April 2018, the minimum contribution rises to five per cent of which the employer must contribute at least 2 per cent and the state contributes 0.6 per cent in tax relief. On 6 April 2019 the contribution rate rises again to a total of 8 per cent of which the employer must contribute at least 3 per cent and the state contributes 1 per cent through tax relief.
PGP	Means Pretty Good Privacy encryption software.
Staging	The staggered introduction of the new employer duties, from 2012, starting with the largest employers (based on PAYE scheme size on 1 April 2012) in October 2012, to the smallest in 2017. New PAYE schemes from April 2012 will be staged in last, in 2017 and 2018.
Staging date	The date on which an employer is required to begin automatic enrolment . It was determined by the total number of workers in an employer's largest PAYE scheme.
TPR	The Pensions Regulator The UK regulator of workplace pension schemes, including limited aspects of workplace personal pensions. It is responsible for ensuring employers are aware of their duties relating to automatic enrolment, how to comply with them and enforcing compliance. It uses a programme of targeted communications and a range of information to help employers understand what they need to do and by when.

5. SCOPE OF REQUIREMENT

5.1 The main objectives for this research are:

- 5.1.1 To understand newborn employers' experiences and journeys in relation to discharging their automatic enrolment duties, including what choices they made and what has influenced their behaviour and decision making.
- 5.1.2 To gather information on the knowledge and skills 'newborn' employers and their employees accessed or used during the implementation of automatic enrolment.
- 5.1.3 To explore the costs of automatic enrolment implementation for 'newborn' employers, and any subsequent burdens on employees or the business.
- 5.1.4 To understand what attitudes 'newborn' employers and their employees hold towards retirement saving and automatic enrolment.

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- 5.1.5 To gather employees' experiences and views, including their reasons for having either chosen to stay enrolled, or opted out.
- 5.1.6 To gather information on employer and employee responses to the planned increases to contribution levels from April 2018 and April 2019.
- 5.2 The table below outlines the key research objectives and research questions underlining these:



Research objective	Research questions
To understand 'newborn' employers' experiences and journeys in relation to discharging their automatic enrolment duties, including what choices they made and what has influenced their behaviour and decision making.	<ul style="list-style-type: none"> Who did 'newborn' employers go to for advice on complying with their duties? What pension schemes did 'newborn' employers choose for their employees, how and why? How much did 'newborn' employers choose to contribute to employee pensions, and why? Are 'newborn' employers aware of the enforcement powers available to The Pension Regulator? Does this factor in their decision making? How have 'newborn' employers' wider skills, knowledge and understanding (e.g. financial literacy) affected their behaviours and decision-making?
To gather information on the knowledge and skills 'newborn' employers and their employees accessed or used during the implementation of automatic enrolment.	<ul style="list-style-type: none"> How and when did 'newborn' employers become aware of their duties? Did they feel they have sufficient time to comply once they became aware of their duties? Where did 'newborn' employers access information on the reforms from? To what extent did 'newborn' employers use The Pension Regulator's website? How have 'newborn' employers responded to the Authority and TPR communications? How well do 'newborn' employers feel that they understand their ongoing duties under the reforms? How have 'newborn' employers communicated the reforms to their workers? What information and communications have 'newborn' employers provided to their employees? Where have employees gone to find further information about automatic enrolment? How and when did 'newborn' employers become aware of the need to declare compliance with TPR? Did 'newborn' employers experience any barriers or issues in declaring compliance?



<p>To explore the costs of automatic enrolment implementation for 'newborn' employers, and any subsequent burdens on employees or the business.</p>	<ul style="list-style-type: none"> • What were the costs (contribution and administrative, initial and ongoing) for 'newborn' employers of complying with their duty? • What decisions did employers make, such as paying for advice or services that has driven any administrative costs? • How difficult was it to comply with the reforms? • Were there any aspects that 'newborn' employers found to be particularly difficult to understand or administer? • How did 'newborn' employers respond to any difficulties encountered? • What level of opt-out have newborn employers experienced? • Did 'newborn' employers decide to automatically enrol ineligible workers, and if so, why? How many workers have actively opted-in to the workplace pension scheme?
<p>To understand what attitudes 'newborn' employers and their employees hold towards retirement saving and automatic enrolment.</p>	<ul style="list-style-type: none"> • Do 'newborn' employers feel any responsibility towards the retirement saving of their employees? • Do 'newborn' employers believe that automatic enrolment will be a good thing for their employees? • Do newborn employers believe that automatic enrolment will have any benefits for their organisation? • Overall, do 'newborn' employers think that automatic enrolment is a good idea? • To what extent do employees accept the need to save for retirement and recognise the benefits?
<p>To gather employees' experiences and views, including their reasons for having either chosen to stay enrolled, or opted out.</p>	<p>Employees opting-out</p> <ul style="list-style-type: none"> • What drives individuals to opt-out or not, including the impact of their characteristics, circumstances, attitudes, awareness, and levels of understanding of the benefits of the reforms? • How do individuals arrive at their decision to opt-out? When did they first consider whether they would opt-out or remain saving and what point in the process did they make their final decision? How did their actions relate to their intentions? • To what extent have the information and communications individuals have received impacted on their decision?

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	<ul style="list-style-type: none"> • What views do individuals have on the opt out process? • What could have changed individuals' decisions to opt-out? • To what extent are individuals likely to have an interest in saving in the future? • To what extent are individuals who have opted out aware of, understand and have views on the re-enrolment process? <p>Employees remaining saving</p> <ul style="list-style-type: none"> • To what extent do workers actively decide to continue saving? • How did their actions relate to their intentions? • What factors might drive currently participating individuals to stop saving in future? • To what extent do individuals engage with the amount they are saving and how this would translate to a retirement income? • What factors might drive currently participating individuals to save more in future?
To gather information on responses to the planned increases to contribution levels from April 2018 and April 2019.	<ul style="list-style-type: none"> • What did employees of 2012-2017 'newborn' employers do after the April 2018 increase in minimum employer and total contributions? Did they remain saving, or cease making contributions? What were the characteristics of employees who ceased making contributions, and those who stayed saving? • Did 2012-2017 'newborns' notice any change in the frequency of employees opting out following the April 2018 increase in minimum employer and total contributions? • Was there a difference in 'newborn' employers or employee experiences, views or behaviour between 2012-2017 'newborns', instantaneous 'newborns' who implemented automatic enrolment at the 5% minimum total contribution rate, or instantaneous 'newborns' who implemented automatic enrolment at the 8% minimum total contribution rate?

6. THE REQUIREMENT

6.1 Methodology

- 6.1.1 This research will consist of face-to-face interviews with 70 'newborn' employers who have automatically enrolled their eligible workers and declared compliance with The Pensions Regulator; and face-to-face

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interviews with 80 workers who have been automatically enrolled, including both individuals who have opted out and individuals who have remained enrolled. RS Consulting Limited shall provide costed proposals for this approach.

6.1.2 The Authority proposes three (3) waves of fieldwork, to explore the experiences of ‘newborn’ employers at several critical points of the implementation of automatic enrolment:

6.1.2.1 Fieldwork in June/July 2018 to interview the most recent group of ‘2012-2017 ‘newborn’ employers’ (those who became new employers between 2012 and 2017, and were given a staging date in 2017 and 2018), which would cover responses to the first planned increase to contribution levels in April 2018, to a 5% minimum total contribution.

6.1.2.2 Fieldwork in September/October 2018 to interview instantaneous ‘newborn’ employers (those with duties starting on the start date of the first employee) that implemented automatic enrolment with a 5% minimum total contribution.

6.1.2.3 Fieldwork in June/July 2019 to interview instantaneous ‘newborn’ employers that implemented automatic enrolment with an 8% minimum total contribution.

6.1.3 The 70 employer interviews and 80 employee interviews shall be split approximately equally between the three waves.

6.1.4 Research questions may be revised or added to in light of initial fieldwork, or any other issues that may arise within the implementation of automatic enrolment in ‘newborn’ employers. The Authority will work with RS Consulting Limited to agree any new research questions within the scope of the research project.

6.2 Employer interviews sample

6.2.1 The 70 employers shall be sampled from The Pensions Regulator’s employer database, which includes contact details for 60-70% of employers.

6.2.2 Previous research using this database suggested that for around a third of small and micro employers, contact details were only provided for an accountant or other intermediary. Most ‘newborn’ employers are expected to employ relatively few people, so the same situation may apply with their contact details. RS Consulting Limited shall explain how they would deal with this issue if encountered, to minimise bias in the findings.

6.2.3 Table 6.1 outlines the Authority’s suggested sub-groups by region and Table 6.2 outlines the split of industries the Authority think would be appropriate. The Authority would suggest splitting these sub-groups approximately evenly across the three waves of fieldwork.

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Table 6.1 Employer sample sub-groups by region, across three waves of fieldwork

Region	Number of interviews
London, South-East and East Anglia	28
England (excluding London, South-East and East Anglia) and Wales	28
Scotland	14
Total	70

Table 6.2 Employer sample by industry (Standard Industrial Classification), across three waves of fieldwork

Industry	Number of interviews
A: Agriculture, Forestry and Fishing B, D and E: Mining and Quarrying, Utilities C: Manufacturing F: Construction	20
G: Wholesale and Retail Trade, Repair of Motor Vehicles and Motorcycles H: Transportation and storage I: Accommodation and Food Service Activities N: Administrative and Support Services R: Arts, Entertainment and Recreation S: Other Service Activities	20
J: Information and Communication K: Financial and Insurance Activities L: Real Estate Activities M: Professional, Scientific and Technical Activities	15
P: Education Q: Human Health and Social Work Activities	15
Total	70

6.3 Worker interviews sample

6.3.1 All 80 workers in this sample will have been automatically enrolled, with an even split between those who have stayed enrolled and those who opted out. The Authority envisage that participants will be recruited by contacting employers drawn from TPR's database, and will arrange the transfer once details of the sample have been agreed with RS Consulting Limited. It will be most valuable to interview those whose employers have also been interviewed in the research, but this may not be possible due to the likely small size of 'newborn' employers.

6.3.2 RS Consulting Limited shall price an option for recruiting 60 workers by contacting employers, and recruiting the remaining 20 workers

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independently of employers, whilst ensuring that these workers have been automatically enrolled and an even split between those that have stayed enrolled and those that have opted out. RS Consulting Limited shall include a description of their sampling approach for these 20 workers, including how unknown systematic biases will be minimised.

6.3.3 When preparing the proposal for how to recruit these 20 workers, RS Consulting Limited shall note that the opt-out group may be difficult to sample. Findings from the [Employers' Pension Provision Survey 2017](#) (page 42) suggested that around 9% of automatically enrolled employees have opted out, with rates only slightly higher for small (12%) and micro (10%) employers.

6.3.4 Table 6.3 outlines our suggested sub-groups of worker by age, gender and response to automatic enrolment.

Table 6.3 Worker sample sub-groups, by age, response to automatic enrolment and gender, across three waves of fieldwork

Age	Response to AE	Gender	Number of interviews	Total
22-29	Stayed enrolled	Female	5	20
		Male	5	
	Opted out	Female	5	
		Male	5	
30-39	Stayed enrolled	Female	5	20
		Male	5	
	Opted out	Female	5	
		Male	5	
40-49	Stayed enrolled	Female	5	20
		Male	5	
	Opted out	Female	5	
		Male	5	
50+	Stayed enrolled	Female	5	20
		Male	5	
	Opted out	Female	5	
		Male	5	
Total				80

6.4 Topic guides

6.4.1 The topic guides for the interviews will be developed building on previous qualitative research with employers and employees on automatic enrolment. RS Consulting Limited shall liaise with stakeholders in the Authority, with support from the Authority's project manager, in designing the topic guides for this research.

6.4.2 The topic guides may need to be adapted if unexpected employer or employee behaviours emerge during the period of the research (e.g.

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unforeseen responses to employers having instant duties or the planned increases to contribution levels).

6.5 Fieldwork

- 6.5.1 The first stage of fieldwork will be to contact employers, using details provided by The Pensions Regulator, in order to recruit and arrange interviews. This initial contact shall also be used to explore whether employers are able and willing to provide contact details for worker interviews.
- 6.5.2 70 interviews shall be conducted with ‘newborn’ employers. At organisations, the person interviewed shall be the one responsible for pension decisions, which the Authority expect will either be the business owner, director or HR manager. The Authority expect interviews to take around 60 minutes, and these shall be conducted face-to-face.
- 6.5.3 Due to the lengthy nature of the employer interviews, RS Consulting Limited shall outline how they would improve the likely response rate. The Authority are willing to consider offering employers financial incentives to participate if RS Consulting Limited can demonstrate that this will offer value for money.
- 6.5.4 80 interviews shall be conducted with workers. These are expected to last roughly 30 minutes and can either be conducted on-site (if convenient with the employer interview and acceptable to the employee) or subsequently via an independent face-to-face interview (e.g. if acceptable to the employee, in the employee’s home).

6.6 Analysis

- 6.6.1 RS Consulting Limited shall show clearly that they have allocated sufficient analytical time and resources.
- 6.6.2 RS Consulting Limited shall outline how they plan to conduct a robust and thorough qualitative analysis of the data, by sub-groups of interest including: employer sector, employer size, employee age groups, gender and whether or not employees have opted out or remained in; including where appropriate comparisons to findings in the preceding Authority qualitative research mentioned in section 1.5.

6.7 Outputs required

- 6.7.1 A full proposal for the research, agreed with and signed off by the Authority.
- 6.7.2 Fieldwork materials signed off by the Authority.
- 6.7.3 Regular (e.g. fortnightly) reporting of key findings to the Authority, throughout the fieldwork period, including highlighting any key risks to the delivery of the research.

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- 6.7.4 An interim report on findings, written to the Authority's standards (as set out in the [DWP style guide](#)) to be delivered to the Authority by January 2019.
- 6.7.5 Two presentations of headline findings to the Authority soon after the completion of fieldwork, provisionally scheduled for November 2018 (interim findings) and August 2019 (full findings).
- 6.7.6 A report containing the full findings written to the Authority's standards with drafts as necessary.
- 6.7.7 A standalone summary of the interim and final research reports.

7. KEY MILESTONES

- 7.1 RS Consulting Limited shall note the following indicative project milestones that the Authority will measure the quality of delivery against:

Milestone	Description	Timeframe
1	Set-up meeting (and final proposal agreed by the Authority)	April 2018
2	Topic guide developed	April to June 2018
3	Mainstage fieldwork	3 stages: 1. June/July 2018 2. September/October 2018 3. June/July 2019
4	Analysis	August to November 2018, August to September 2019
5	Presentation of early findings	November 2018
6	Deliver first draft interim report	November 2018
7	Interim report published	February 2019
8	Presentation of full findings	August 2019
9	First draft of final report	September 2019
10	Final draft of final report agreed	October 2019
11	Final report published	November 2019

8. AUTHORITY'S RESPONSIBILITIES

- 8.1 The Authority do not anticipate any specific responsibilities owned by the Authority which may either affect the Successful Provider's ability to deliver the requirement or their costs.
- 8.2 The Authority shall provide a named project manager to liaise with the successful Provider upon award.

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9. REPORTING

- 9.1 The Authority require a dedicated account manager with named deputy/alternate contact who will ensure the smooth running of the project. The account manager will ensure the following:
- 9.1.1 Meetings arranged with the Authority at key points throughout the project timetable.
 - 9.1.2 Allocation of project team personnel to meet the brief and timeline agreed.
 - 9.1.3 RS Consulting Limited shall be required to respond to all queries within 48 hours of receipt.
 - 9.1.4 Provision of contact reports resulting from face to face or conference call meetings.

10. VOLUMES

- 10.1 The Authority cannot provide any assurances regarding volumes of work.

11. CONTINUOUS IMPROVEMENT

- 11.1 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.

12. QUALITY

- 12.1 Please refer to guidance on quality assurance set out in Section 16 on Service Levels and Performance.
- 12.2 RS Consulting Limited 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:
- 12.2.1 Specified and clearly defined procedures for working closely with the Authority through weekly updates;
 - 12.2.2 Specified and clearly defined procedures for quality assuring methodological design proposals;
 - 12.2.3 Interview quality control procedures, including details of how interviewers are trained and briefed, how response rates are maximised, and how interviewer and respondent error is managed;
 - 12.2.4 Specified and clearly defined procedures in place for handling complaints from potential and actual respondents.
- 12.3 RS Consulting Limited shall assess the key risks to the project. RS Consulting Limited 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](#)).

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13. STAFF AND AUTHORITY SERVICE

- 13.1 The Authority requires RS Consulting Limited to provide a sufficient level of resource throughout the duration of the Research Contract in order to consistently deliver a quality service to all Parties.
- 13.2 RS Consulting Limited's staff assigned to the Research Contract shall have the relevant qualifications and experience to deliver the Contract. Specifically this should be:
- 13.2.1 Staff qualified and experienced at reviewing and synthesising evidence.
- 13.2.2 Staff with appropriate training for conducting semi-structured qualitative interviews.
- 13.2.3 Staff qualified and experienced at conducting qualitative analysis of interview data.
- 13.3 RS Consulting Limited shall ensure that staff understand the Authority's vision and objectives and will provide excellent Authority service to the Authority throughout the duration of the Contract.

14. SERVICE LEVELS AND PERFORMANCE

- 14.1 The Authority will measure the quality of RS Consulting Limited's delivery by:
- 14.1.1

KPI/SLA	Service Area	KPI/SLA description	Target
1	Service Delivery	Adherence to the Milestones	100%
2	Project Management	Attendance to all meetings as detailed in the Milestones.	100%
3	Report Delivery	Delivery of Final Report as detailed in the Milestones.	100%

- 14.2 In the event of poor performance through the failure to deliver KPIs to time and of appropriate quality, the Authority shall meet with RS Consulting Limited to understand the root causes of the issue. RS Consulting Limited shall formulate a Performance Improvement Plan to rectify these issues and meet the requirements in this statement.
- 14.3 The Authority may, without prejudice to any other rights and remedies under this Contract, withhold or reduce payments in the event of unsatisfactory performance.
- 14.4 If poor performance continues, following formal written warnings, early termination of the Contract will also be considered.
- 14.4.1 The Authority will monitor the work of RS Consulting Limited throughout the Research Project through regular contact between the supplier and The Authority's day-to-day contact.

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- 14.4.2 The Authority will manage poor performance by RS Consulting Limited as set out in section 16 and in line with the terms and conditions of the resultant contract.

15. SECURITY REQUIREMENTS

- 15.1 RS Consulting Limited shall be required to complete a Generic Security Assurance Document to provide assurances that data security procedures meet the Authority standards upon award.
- 15.2 All transfers of personal data to and from the Authority must meet DWP security standards as agreed in the Generic Security Assurance Document.
- 15.2.1 A copy of the Generic Security Assurance Document can be found at Annex A.
- 15.3 Any transfers of data to and from RS Consulting Limited and a subcontractor (for example, a subcontracted transcription services provider) must meet the Authority's security standards, using PGP encryption software or equivalent.
- 15.4 Data must be processed in the United Kingdom.
- 15.5 RS Consulting Limited shall destroy personal data (e.g. sample files) relating to the project within one month of data collection completion, and provide a data destruction certificate to the Authority as confirmation.
- 15.6 RS Consulting Limited must destroy all other data relating to this project (including interview recordings) at the end of project or when instructed to do so by the Authority's project manager, and provide a data destruction certificate to the Authority as confirmation.

16. INTELLECTUAL PROPERTY RIGHTS (IPR)

- 16.1 The Authority will own and retain all Intellectual Property Rights arising from this Research Project.
- 16.2 Outcomes of this research will be published by the Authority under Crown Copyright.

17. ADDITIONAL INFORMATION

- 17.1 Not Applicable.

18. LOCATION

- 18.1 The location of the Services will be carried out at RS Consulting Limited's premises.



Annex B

Supplier Proposal

The following information provided is details of RS Consulting Limited's proposal. RS Consulting Limited's proposal describes the services that RS Consulting Limited shall provide under this contractual agreement:

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ANNEX C – Part 1
Call Off Contract Charges

The below table sets out the maximum charges for the entire contract term.

REDACTED

RATE CARD

The below table reflects the above pricing table and specifies the rates that the Authority will be charged for each of roles specified below.

REDACTED

OFFICIAL



ANNEX C – Part 2

Payment Terms

The Authority within thirty [30] working days of submission of a valid invoice.

Payment can only be made following satisfactory delivery of pre-agreed certified products and deliverables.

The Authority's project manager will agree an invoice schedule based on the milestones in as specified within section ["Key Milestones"] of Annex A of this contract and confirm the payment process with the RS Consulting Limited upon award of the contract.

Before payment can be processed, invoices must be submitted that include a detailed elemental breakdown of work completed and the associated costs.

All invoices must include the appropriate purchase order number and shall be sent by post to the following address (in addition to emailing a digital copy to the Authority's project manager):

DWP SSCL Accounts Payable Team

Phoenix House

Celtic Springs Business Park

Newport

NP10 8FZ

Call Off Contract Charges are included with Annex C – Part 1 Call Off Contract Charges.

OFFICIAL