

## DPS FRAMEWORK SCHEDULE 4: LETTER OF APPOINTMENT AND CONTRACT TERMS

### Part 1: Letter of Appointment



Dear Sir/Madam

#### Letter of Appointment

This letter of Appointment dated 8<sup>th</sup> November 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.

Cotract Number:	con_19604 - Call off Contract for Qualitative Research
From:	MoJ, Policy and Strategy Group, Communications & Information Services, 102 Petty France, London, SW1H 9AJ ( <b>"Customer"</b> )
To:	BritainThinks, Somerset House, London WC2R 1LA ( <b>"Supplier"</b> ) Organisation Phone Number: 0207 845 5880

Effective Date:	8 <sup>th</sup> November 2021
Expiry Date:	End date of Initial Period: 7 <sup>th</sup> November 2023 (initial 2yrs)


	<p>End date of Maximum Extension Period: <b>7<sup>th</sup> November 2025 (possible 1 +1 yr extensions)</b></p> <p>Minimum written notice to Supplier in respect of extension: 6 Weeks</p>
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Services required:	<p>Set out in <b>Section 2</b>, Part B (Specification) of the DPS Agreement and refined by:</p> <p>the Customer's Project Specification attached at <b>Annex A</b> and the Supplier's Proposal attached at <b>Annex B</b></p>
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Key Individuals:	<p><b>REDACTED</b></p> <p>("Customer")</p> <p>And</p> <p><b>REDACTED</b></p> <p>("Supplier")</p>
[Guarantor(s)]	N/A

Contract Charges (including any applicable discount(s), but excluding VAT):	<p>Budgeted Costs for this contract will be £400,000.00 over the life of the contract.</p> <p><b>See Table Below for breakdown.</b></p> <p><b>These costs are commercially confidential and not to be disclosed for three years from the proposal submission date.</b></p>
<b>REDACTED</b>	

Insurance Requirements	<b>Insurance</b> As per terms (Clause 19 of the Contract Terms)
Liability Requirements	<b>Suppliers limitation of Liability</b> (Clause <b>Error! Reference source not found.</b> of the Contract Terms);
Reimbursable Expenses	Not permitted unless approved in advance by the Customer and in line with MoJ Policy.

	 <p>Travel and subsistence policy and</p>
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GDPR	See Contract Terms 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 Customer: **Ministry of Justice**

Name	<b>REDACTED</b>
Title	<b>REDACTED</b>
Signature	<b>REDACTED</b>
Date	<b>REDACTED</b>

**We accept the terms set out in this letter and its Annexes, including the Conditions.**

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

Name	<b>REDACTED</b>
Title	<b>REDACTED</b>
Signature	<b>REDACTED</b>
Date	<b>REDACTED</b>

## ANNEX A

### Customer Project Specification

#### 1. Introduction

##### **The Ministry of Justice (MoJ)**

The Ministry of Justice is a major government department at the heart of the justice system. We work to protect and advance the principles of justice. Our vision is to deliver a world-class justice system that works for everyone in society. MoJ is responsible for parts of the justice system including courts, prisons and probation services.

##### **Insight & Evaluation Team**

The insight and evaluation team sits within the strategic comms team as part of the Communications and Information Directorate. We are a small but expanding team supporting primarily our campaigns teams with insight and evaluation, but also our digital, press and policy colleagues, with an increasing focus on insight around big strategic issues. Relevant to this brief our focus is on the following:

- Putting audiences at the heart of our communications
- Developing strategic insight to support the development of campaigns
- Developing strategic insight on our audiences' attitudes to MoJ priority issues
- Rigorous evaluation of campaigns and key announcements as appropriate

Examples of our current communications campaigns are:

- Supporting victims of sexual abuse and sexual violence
- Helping offenders into employment
- Recruiting prison and probation officers
- Strengthening justice through magistrate recruitment
- Legal Services are GREAT – promoting UK's legal services overseas

#### 2. Background to the Requirement

The Insight & Evaluation team have some capacity to lead small-scale qualitative projects, but do not have capacity to carry out larger projects including recruitment of participants. Qualitative research is increasingly important within the communications directorate, especially in terms of allowing us to listen directly to members of the public on key issues to help direct our communications.

This qualitative contract will help support the development of our campaigns, including testing campaign messages and materials, and deepening understanding of campaign audiences. We also envisage running quick turnaround focus groups regularly to help us better understand public attitudes and sentiment towards key priority issues for communications such as sentencing, court recovery, access to justice, supporting victims of crime, prisons, and reducing reoffending.

We are looking for a qualitative agency that can work in genuine partnership with us on these very sensitive issues, continually demonstrating engagement, initiative and innovation, and providing genuinely strategic recommendations.

### 3. Specification

Agencies will need to be experienced providers of qualitative research, covering a range of different qualitative methodologies, especially online qualitative research. We are particularly interested in understanding how agencies have responded to the pandemic in adapting their qualitative methods, and how they see qualitative research changing in the future post-pandemic.

Agencies must have experience of managing multiple projects simultaneously, and delivering each project on time and to budget, including responding rapidly and effectively to changing priorities and the need to reallocate resources. We also expect the successful agency to collaborate where necessary with our quantitative agency to ensure projects do not operate in isolation.

More detail on the types of projects can be found below.

### 4. Objectives

The specific research projects will be developed through the contract period according to emerging policy priorities and research needs for the MoJ communications team. Below are some examples of potential projects that have been identified as possible early priorities.

- Creative and message testing for new MoJ communication and marketing campaigns. For example, testing campaign creative with vulnerable audiences such as survivors of sexual violence or abuse.
- Depth interviews to help inform background research for new campaigns. For example, interviewing members of the public about their interest in becoming a magistrate.
- Rapid turn-around focus groups (run over one week) to test messaging on new and emerging policy areas. For example, to test messaging on how we talk about community sentences. These would ideally be face-to-face groups or failing that online groups via Zoom or another platform.
- Focus groups with employers to understand more about barriers/motivations to employing ex-offenders – to help optimize our comms for the offender employment campaign.

This list is not exhaustive, and we expect other projects to be required according to policy needs throughout the duration of the contract.

### 5. Requirements

### **1. Technical understanding of the policy and communications context**

We expect thorough knowledge and understanding of the current issues outlined above, and the wider policy landscape of criminal justice issues. We also need tenderers to demonstrate good knowledge of research for communications in particular – in terms of best practice research methodologies, but also in terms of making strategic recommendations to us.

### **2. Audiences**

Given the nature of the MoJ's work research projects may involve reaching out to a wide range of audiences. We expect the tenderer to demonstrate experience and expertise in reaching these kinds of audiences for qualitative research, and to be able to recommend the most appropriate methodology for different audiences. Audiences include, but are not limited to:

- General public, including good regional coverage beyond the main cities as and when required
- Vulnerable groups such as victims of crime (in particular victims of sexual violence or abuse), or people eligible for legal aid
- Businesses, for example who might hire ex-offenders
- Legal professionals, including internationally (desirable) - can be via a third party network
- External stakeholders

The following skills are required to conduct research projects within the scope of this qualitative contract. The successful tenderer will need to have access to the full set of expertise, as set out below, flexibly and as required:

### **3. Methodological skills and expertise**

The successful tenderer must have the experience and capability to deliver the following core qualitative methods:

- Sampling: proven experience to recommend the best sampling to meet our research objectives, and the best way to reach different audiences qualitatively
- Depth interviews, especially with senior stakeholders
- Focus groups – we are particularly interested in recommendations around different types of online focus groups
- Online communities – more likely short-term pop-up communities, but we are interested to understand expertise in both short and long-term
  - And desirable to have expertise or be able to resource expertise and skills in the following:
- Ethnography – both offline and online
- Deliberative methodologies
- Co-creation workshops

#### **4. Analysis, story-telling and communication**

The successful Tenderer will be required to maintain clear written and oral communications in relation to the management of the Contract, and in the delivery of individual projects. This includes the ability to carry out detailed qualitative analysis and present results and findings in a clear and concise manner to non-technical senior audiences. We are particularly looking for the ability to present insights and recommendations visually with a clear story, that does not require significant re-writing or result in significant feedback and comments. And while we don't expect the research to formulate policy positions, we are looking for strategic recommendations on how to optimize our communications. Furthermore, we expect the successful agency to present and debrief research findings to communications, policy and private office colleagues in the department and facilitate discussions.

#### **5. Capacity and project management**

The successful Tenderer must have capacity to meet the requirements of this Contract and experience of delivering projects relevant to the areas covered by this Contract. The successful Tenderer must also have experience of managing multiple projects simultaneously and delivering on time and to budget.

It is essential that there are management arrangements in place to respond rapidly, if necessary, to changing policies, priorities and budgets and to reallocate resources accordingly. This includes:

- Effectively managing the demand expected through the Contract and maintaining oversight across work being delivered;
- Maintaining regular communication to ensure progress is reported effectively and any potential difficulties are raised in a timely fashion;
- Ensuring briefing provided on the department's campaigns, strategies and communications activities are handled in a sensitive and confidential manner;
- Ensuring accessibility requirements are met and research conducted with vulnerable audiences is conducted to the highest ethical standards;
- Ensuring any sub-contractors are managed effectively including ensuring clear roles and responsibilities;
- Providing a risk register and implementing processes to mitigate delivery risks and identify the severity and likelihood of risks;
- Implementing quality assurance processes and developing a quality assurance plan;
- Complying with the requirements of the General Data Protection Regulation (EU) 2016/679 (GDPR);
- Implementing governance/contract management processes to ensure continuity and the quality of service is maintained over the lifetime of the Contract; and
- Delivering against the Key Performance Indicators (KPIs located in this Call for Competition, Specification of Requirements



## Key Performance Indicators

	KPI	Information needed to measure KPI	How will the KPI be measured?	Red	Amber	Green
<b>1. Project proposals (Delivery)</b>	High quality project proposals	MoJ receiving initial project proposals within 5 working days (unless agreed otherwise)	Proposals delivered within the required timescales at the agreed frequency	Over half of the proposals are delivered late or not delivered at all	Proposals are mostly on time, but one or more are later than scheduled	All proposals delivered on time
<b>2. Project reports and outputs (Delivery)</b>	Provide project reports and outputs. Some reports and outputs may be published and will need to be provided in an accessible document which meets the accessibility requirements described above.	MoJ receiving project reports and outputs on time as agreed	Project reports and outputs as requested are delivered within the agreed timelines	Report/output delivered > 5 working days after the agreed deadline date and without a robust explanation accepted by MoJ and/or contains major errors or other significant quality issues which require major re-writing or other intervention by MoJ.	Report / output delivered up to 5 working days after the deadline date and without a robust explanation accepted by MoJ and/or contains minor errors or other quality issues which require some rewriting or other intervention by MoJ.	Meets expectations, reports / outputs are accurate and delivered on time
<b>3. Project reports and outputs</b>	Project reports and outputs are	Provision of the reports / outputs.	Signed off by the Authority's nominated	Report / outputs are not delivered to the agreed	Reports / outputs are delivered but require	Reports / outputs are delivered to the agreed

<b>outputs (Quality)</b>	of a high quality.		project manager	standard or require significant rewriting or revisions to be made by MoJ	moderate rewriting and/or revisions to be made by MoJ	standard with only minor revisions made by MoJ
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## 6. In Scope, Out of Scope

The principal service to be delivered under the Contract are qualitative research projects only, that address questions such as the areas identified above in Section 4, Objectives of the Contract.

For each project, we will supply a specification, including the expected outputs, to which the successful Tenderer will need to produce a costed project proposal which should include the following:

- Understanding of the research aim and objectives
- Methodology, including details of any sub-contractors where applicable
- Outputs
- Project management arrangements including management of risks, and roles and responsibilities of the proposed project team (see final two bullet points)
- Timings and milestones
- Costings
- Proposed project team: nominate the proposed team for the project including staff grade and relevant experience
- CVs: provide short CVs for the proposed project team

The project proposal will be reviewed and approved by the project team. The successful Tenderer should be available to meet face to face or have a telephone call to discuss their proposal in more detail if required. Once the project proposal is approved and the statement of work is completed in accordance with the terms of the Contract, the project will be managed by the nominated project manager who will be responsible for overseeing the project, reviewing all aspects of the project and outputs and agreeing the final deliverables.

## 7. Timetable

We expect to award the contract by September 2021, for a period of 2 years, with 2 separate options to extend by a period of 12 months if KPIs are being met and the service being received is of the appropriate standard.

Timetable for projects will depend on particular research needs throughout the year – clear timelines, objectives and expected outputs will be developed for each piece of work at call off stage. There may be months with no activity, and others where we have greater requirements for the tenderer to scale up and respond as needed.

## 8. Quality

The successful Tenderer will be required to maintain a quality assurance plan to ensure it delivers the Services in accordance with its internal quality control procedures.

## 9. Risk Assessment

The successful Tenderer will be required to implement processes to manage risks and obstacles to the successful delivery of the Services.

## 10. GDPR

The successful Tenderer is required to have awareness and experience of handling data in compliance with GDPR and will be required to implement protective measures to safeguard personal data including in respect of data storage, data retention periods and staff training.

11. **Security** - Baseline Personnel Security Standards (of which Disclosure Scotland is a part) are a default requirement in any Research contract.

<https://www.gov.uk/government/publications/government-baseline-personnel-security-standard>

Please note down any other key features that need to be considered.

- The successful Tenderer must hold Cyber Essentials Plus or ISO27001 (or equivalent) on the services or servers used to deliver projects commissioned under this Contract. The Authority reserves the right to carry out a security risk assessment post contract award following ISO27005 methodology or using such other methodology determined by the Authority and notified to the successful Tenderer.
- Detail any data protection issues and how they will be addressed.
- Detail how confidentiality and anonymity will be preserved through remote (and home working) working

## **12. Accessibility**

The successful Tenderer must be fully aware of their responsibilities under the Public Sector Bodies (Websites and Mobile Applications) (No. 2) Accessibility Regulations 2018 and will be required to produce all content in a suitable accessible format in line with this regulation.

**ANNEX B**  
**Supplier Proposal**

**REDACTED**

## **Part 2:      Contract Terms**

See Separate Document