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**1. PURPOSE**

- 1.1 Government Communications Service (GCS) requires an online survey of the skills of its members (circa 4,000) to provide actionable information to support:
- Individuals to develop PDPs with line managers
  - Teams to check capabilities against objectives
  - GCS & departments to identify and meet development & workforce planning needs.

**2. BACKGROUND TO THE CONTRACTING AUTHORITY**

- 2.1 The Authority (The Cabinet Office) supports the Prime Minister, and ensures the effective running of government. The Authority is also the corporate headquarters for government, in partnership with HM Treasury, and takes the lead in certain critical policy areas
- 2.2 The Government Communications Service (GCS), part of the Cabinet Office, is the professional body for people working in communication roles across Government. Our aim is to deliver world-class communications that support Minister’s priorities, improve people’s lives and enable the effective operation of our public services.

**3. BACKGROUND TO REQUIREMENT/OVERVIEW OF REQUIREMENT**

- 3.1 In April 2016, GCS ran its first cross profession skills survey that assessed the skills of its members against the four key capabilities of the Modern Communications Operating Model (MCOM) and the Civil Service Leadership Statement. The survey was anonymous and based on self-assessment and created in Lime Survey. There were 28 closed questions and 3 open questions.
- 3.2 This was a pilot survey, created, hosted and analysed in house by the GCS professional development team at the Cabinet Office with the support of one freelance data analyst. It is proposed that, moving forward, the survey is run annually and delivered by an external supplier. This contract is to design, deliver, analyse and report the 2017-8 GCS MCOM Skills Survey.

**4. DEFINITIONS**

Expression or Acronym	Definition
GCS	The Government Communication Service
MCOM	Modern Communications Operating Model
ALB	Arm’s length body
Core member	Professional government communicators. Civil Servants or Crown Servants working in a communications directorate or embedded in a policy team as a specialist communications staff.

**5. SCOPE OF REQUIREMENT**

- 5.1 Based on learnings from the pilot survey to design and deliver an improved MCOM Skills Survey. The survey is to go live on 3 April 2017. Analysis and reporting should



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be completed by 31 May 2017. The potential provider will design, host and run the survey. They will then analyse and report the results.

## 6. THE REQUIREMENT

- 6.1 To review the methodology from the pilot survey 2016-7 and offer professional advice on methodology to improve the quality and quantity of the information gathered and how it is reported. Key questions are: should it be anonymous and should it just be self-assessment?
- 6.2 Currently, the MCOM Skills Survey is an online self-assessment survey, with 27 closed/quantitative and 3 open/qualitative questions. As stated elsewhere in this document, we are open to being advised on the effectiveness of the open questions.
- 6.3 This year, the survey must give each respondent a unique identifier so that they can access their answers and suggested personalised relevant learning. The GCS professional development team will be responsible for supplying the supplier with details of relevant learning.
- 6.4 The survey must also have the following features:
- A 'start and stop' function, with users able to leave the survey and come back to complete it later;
  - Fully accessible on mobile devices;
  - A progress bar so users can track how far along they are in filling out the survey;
  - Possible to edit survey content whilst live
- 6.5 To revise the questions from the 2016/7 survey. The questions include:
- Information about the individual: specialism, reporting line, location, grade, and length of service.
- Approximately 5 questions on each of the MCOM areas: strategic communications planning, internal communications, media, campaigns and digital and stakeholder engagement.
- Approximately 4 questions on leadership exploring the behaviours in the Civil Service leadership Statement: inspiring, confident and empowering
- The GCS professional development team and key senior communicators from each specialism will help with the content of the questions. The potential provider will be expected to refine how they are written and structured.
- Last year we included 3 open questions. We are happy to be advised if this is appropriate going forwards.
- 6.6 To design and test the survey across all central government departments and arm's length bodies (37 in total) taking into account the limits of IT systems. Government departments and arm's length bodies operate with a range of internet browsers, and testing the survey with these systems will be critical. A month has been allowed in the project timeline for this. GCS will support the agency in this by liaising with departments and arm's length bodies.
- 6.7 To advise on how to generate maximum participation in the survey. Support to implement this will be given by the GCS and the Directors of Communication in departments and Heads of Communication in arm's length bodies.

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- 6.8 To host the survey securely.
- 6.9 To analyse the result of the survey.
- 6.10 To produce reports of the results for the profession as a whole.
- 6.11 To produce reports of the results of the survey for each government department and arm's length body.
- 6.12 To present the findings to Executive Director of the GCS and his senior leadership team.
- 6.13 The potential provider will adhere to the [Market Research Society \(MRS\) Code of Conduct](#), [Data Protection Legislation](#) and [Information Commissioner's Office regulation](#) to produce high quality outputs to fulfil high-level corporate objectives, as well as operational business requirements.

## 7. KEY MILESTONES

- 7.1 Survey to go live on 3 April 2017 to coincide with the start of the performance cycle. Reporting to be complete by 31 May 2017.
- 7.2 The Potential Provider should note the following project milestones that the Authority will measure the quality of delivery against:

Milestone	Description	Timeframe
1	Advise on any necessary changes to the methodology.	Within week 1 of Contract Award
2	To produce a detailed project plan for successful delivery of the project	Within week 1 of Contract Award
3	Design, building and development of survey	Completed by 1 March 2017
4	Testing and refinement of survey	Completed by 31 March 2017
5	Launch of survey	3 April 2017
6	Managing live survey including real time reporting	Completed by 21 April 2017
7	Analysis and reporting of initial results	Completed by 31 May 2017
8	Any further analysis of the results	Completed by 16 June 2017

## 8. AUTHORITY'S RESPONSIBILITIES

- 8.1 The Authority and the potential provider must adhere to Data Processer Agreements and data protection regulation.



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## **9. REPORTING**

- 9.1 To produce reports of the results for the profession as a whole including cross tab analysis. These reports will need to be presented in PowerPoint and infographics, and GCS is happy to be advised on the most effective means of illustrating the findings.
- 9.2 To produce reports of the results of the survey for each government department and arm's length body including cross tab analysis.
- 9.3 To present the findings to Executive Director of the GCS and his senior leadership team.
- 9.4 Weekly in-person meetings between GCS and the Supplier will be held at 70 Whitehall to monitor quality and project progress throughout the project.

## **10. VOLUMES**

- 10.1 GCS has a fluctuating core membership of circa 4,000. Last year's pilot survey was completed by circa 50% of our members. It is hoped that with an improved tool this number will increase significantly to at least 80% of our members.

## **11. CONTINUOUS IMPROVEMENT**

- 11.1 The potential provider will be expected to continually improve the way in which the required Services are to be delivered throughout the Contract duration.
- 11.2 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. SUSTAINABILITY**

- 12.1 The survey will be run on an annual basis. It needs to be designed and delivered so that results can be tracked over time.

## **13. QUALITY**

- 13.1 The potential provider should apply MRS and industry best practise sharing / holistic benchmarking and improvement as standard in the interests of quality delivery and outputs.
- 13.2 The potential provider should adhere to Framework quality standards, as referred to in section B1-3-2 of the Framework agreement.

## **14. PRICE**

- 14.1 Prices are to be submitted via the e-Sourcing Suite by completion of Appendix E (excluding VAT).
- 14.2 Prices should be submitted in line with the Framework rate card showing daily rates for key personnel and any discounts given.

## **15. STAFF AND CUSTOMER SERVICE**

- 15.1 The Authority requires the Potential Provider to provide a sufficient level of resource throughout the duration of the GCS MCOM Skills Survey 2017-8 Contract in order to consistently deliver a quality service to all Parties.

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- 15.2 Potential Provider’s staff assigned to the GCS MCOM Skills Survey 2017-8 Contract shall have the relevant qualifications and experience to deliver the Contract.
- 15.3 The Potential Provider shall ensure that staff understand the Authority’s vision and objectives and will provide excellent customer service to the Authority throughout the duration of the Contract.

**16. SERVICE LEVELS AND PERFORMANCE**

- 16.1 The Authority will measure the quality of the Supplier’s delivery by:

16.1.1

KPI/SLA	Service Area	KPI/SLA description	Target
#1	Advice on changes to methodology	Supplier will review last year’s survey structure, user anonymity restrictions and reporting, and agree with the Authority any changes to improve effectiveness within 1 week of contract award. Authority to feed in learnings from previous methodology.	N/A
#2	To produce a detailed project plan for successful delivery of the project	Supplier will produce a week-by-week project plan to cover every stage of the project from design and development to reporting, from within 1 week of contract award to 16 June 2017. Weekly in-person meetings at 70 Whitehall with the Authority will be planned in to monitor progress. The Supplier will also attend GCS Improvement Board meetings, Directors of Communications meetings, or any other meetings to present on methodology and progress where required by the Authority. A written status update on each stage of the project will also be provided weekly by the Supplier. This plan will be in place within 1 week of contract award.	N/A
#3	Design, building and development of survey	Supplier will design, build and develop a survey which meets the Authority’s requirements, and is optimised for effective data analysis (e.g. advising on placement of classification questions and inclusion of free text questions). The survey will be fully designed and developed by 1 March 2017.	N/A
#4	Testing and refinement of survey	Supplier will test the survey with communicators across a range of government departments and ALB’s to test access on variety of computer systems, and refine questions and structure in accordance with communicator feedback.	N/A



		As part of this, the Supplier will advise on how the survey is best launched to government communicators (e.g. via web link in an email). This testing and refinement phase will be completed by 31 March 2017.	
#5	Launch of survey	Supplier will launch the survey to government communicators at 10.00am on 3 April 2017.	N/A
#6	Hosting live survey including real time reporting	Supplier will host and manage the live survey – resolving any operational or technical issues, monitoring completion rates, and answering respondent queries. The Supplier will report back to the Authority on completion rates across government and in individual departments and ALBs on a set day and time (to be set by the Authority) every week. As part of this, the Supplier will advise on means to optimise response rates (e.g. advising at which point in the survey respondents drop out without completing and why, so Authority can communicate this to respondents). This phase will begin at 10:00am on 3 April 2017 and end at 17:00pm on 21 April 2017.	N/A
#7	Analysis and reporting of initial results	The Supplier will analyse and report all results for the communications profession as a whole, and for individual departments and ALBs. One cross-profession report will be produced. Each individual department and ALB will have its own report produced. Reporting will follow the methodology agreed with the Authority in #1. This analysis and reporting must be complete by 31 May 2017.  The Supplier will assist the Authority in presenting the reporting and the methodology at GCS Improvement Board, Directors of Communication meetings and any other meetings as required by the Authority at any point up to 16 June 2017.	N/A
#8	Any further analysis of the results	The Supplier will carry out any further analysis and reporting of results requested by departments or ALBs between 31 May and 16 June 2017 (e.g. cross-tabbing	N/A

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		responses by communications discipline or location).	
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16.2 The supplier must be aware that project dates (e.g. launch on 3 April 2017) are immovable and cannot be delayed, brought forward or otherwise changed. Should poor Supplier performance jeopardise the successful and punctual launch of the survey, the Authority reserves the right to withdraw from the contract and seek a new supplier, and to transfer all complete work on the survey to that new Supplier to continue to completion. The Authority would also require a refund for stages already completed and paid for at that point, utilising B2 of the Framework Agreement.

16.3 In the event that this Contract is terminated due to poor performance the Supplier will provide all work in progress, materials and confidential information to the Authority. The Supplier will not be permitted to hold or use any of the data collated under the Contract. This exit strategy must be implemented in a timely manner by both the Supplier and the Authority.

**17. SECURITY REQUIREMENTS**

17.1 All survey data – including respondents’ data – must be hosted securely by the Provider, as it is confidential.

17.2 Encrypted and secure data sharing arrangements must be in place and satisfy Contract requirements, Data Processer Agreements, data protection and Information Commissioner’s Office regulation.

17.3 The Supplier will be expected to adhere to data security and protection regulation and requirements. This includes adherence to relevant codes of conduct, regulation, information sharing and data processing agreements.

17.4 The Authority (the data controller) works with sensitive personal information. Where appropriate and proportionate, and within data protection regulation, data will be securely shared with a research supplier (the data processor) over an encrypted connection to facilitate research. Data processing agreements and privacy policies must govern this activity. Please refer to section 3.8 of the UKSBS Framework RM1086.

17.5 The Supplier shall not disclose the personal data to a third party in any circumstances other than at the specific written request of the Authority.

17.6 The Supplier is **NOT** permitted to sub-contract any of the processing, nor transfer the personal data to any third party, without explicit written agreement from the Authority. The Supplier warrants that it has in place appropriate data processor agreements with the authorised sub-processors, and that the Supplier will assure the authorised sub-processors comply with the terms of this Agreement, in line with the Security Policy Framework > <https://www.gov.uk/government/publications/security-policy-framework>.

**18. INTELLECTUAL PROPERTY RIGHTS (IPR)**

18.1 The Provider assigns to the Authority, with full title guarantee and free from all third party rights, all Intellectual Property Rights in the products of the Services, including



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for the avoidance of doubt the Deliverables. Where those products or Deliverables incorporate any Intellectual Property Rights owned by or licensed to the Provider which are not assigned under this clause, the Provider grants to the Authority a worldwide, irrevocable, royalty-free, transferable licence, with the right to grant sub-licences, under those Intellectual Property Rights to maintain, repair, adapt, copy and use those products and Deliverables for any purpose, as per section B8 of the UKSBS Framework RM1086.

## **19. PAYMENT**

- 19.1 Payment will be split into two equal payments of 50%. 50% will be paid by the Authority to the Provider once the launch phase is completed and the survey goes live on 3 April 2017. The remaining 50% will be paid to the Provider once the reporting stage is completed on 16 June 2017.
- 19.2 At each point of payment, the Provider will issue the Authority with an invoice covering each completed stage of the project to that point in time. The Authority will then issue a purchase order for this invoice, and pay the invoice by BACS.
- 19.3 Invoices should be addressed to Government Communication Service Directorate, Cabinet Office, 70 Whitehall, London SW1A 2AS. If the Provider has a query regarding an outstanding payment, they should contact REDACTED either by an email to REDACTED or by telephone REDACTED; or if REDACTED is not available contact REDACTED either by email to REDACTED or by telephone REDACTED.
- 19.4 Payment can only be made following satisfactory delivery of pre-agreed certified products and deliverables.
- 19.5 Before payment can be considered, each invoice must include a detailed elemental breakdown of work completed and the associated costs.

## **20. ADDITIONAL INFORMATION**

- 20.1 N/A.

## **21. LOCATION**

The location of the Services will be carried out at the Supplier's premises – the Services will be carried out digitally. All in-person meetings or discussions on the carrying out of the Services will be conducted at Cabinet Office, 70 Whitehall, London SW1A 2AS.