

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 8th December 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_19720 - Call off Contract for Quantitative Research
From:	MoJ, Policy and Strategy Group, Communications & Information Services, 102 Petty France, London, SW1H 9AJ ("Customer")
To:	Kantar Public UK Limited, TNS House, Westgate, LONDON, W5 1UA ("Supplier") Organisation Phone Number: +44 (0) 20 7160 5500

Effective Date:	8 th December 2021
Expiry Date:	End date of Initial Period: 7 th December 2023 (initial 2yrs)

	<p>End date of Maximum Extension Period: 7th December 2025 (possible 1 +1 yr extensions)</p> <p>Minimum written notice to Supplier in respect of extension: 6 Weeks</p>
--	---

Services required:	<p>Set out in Section 2, Part B (Specification) of the DPS Agreement and refined by:</p> <p>the Customer's Project Specification attached at Annex A and the Supplier's Proposal attached at Annex B</p>
--------------------	---

Key Individuals:	<p>[REDACTED]</p> <p>("Customer")</p> <p>[REDACTED]</p> <p>Role: Escalation, if required</p> <p>o Other team members as required based on volume of work and expertise required</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>See Table Below for breakdown.</p> <p>These costs are commercially confidential and not to be disclosed for three years from the proposal submission date.</p>
<p>[REDACTED]</p> <p>These costs are commercially confidential and not to be disclosed for three years from the proposal submission date.</p>	

Insurance Requirements	Insurance As per terms (Clause 19 of the Contract Terms)
------------------------	---

Liability Requirements	Suppliers limitation of Liability (Clause Error! Reference source not found. of the Contract Terms);
Reimbursable Expenses	<p>Not permitted unless approved in advance by the Customer and in line with MoJ Policy.</p> <div data-bbox="659 439 711 504" data-label="Image"> </div> <p>Travel and subsistence policy and</p>
GDPR	See Contract Terms Schedule 7 (Processing, Personal Data and Data Subjects
Alternative and/or additional provisions (including Schedule 8 (Additional clauses)):	Please note that the Authority will have Intellectual Property Rights (IPR) for all deliverables and will not be negotiating / amending the terms and conditions.

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	[REDACTED]
Title	[REDACTED]
Signature	[REDACTED]
Date	[REDACTED]

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

For and on behalf of the Supplier: **Kantar Public UK Limited**

Name	[REDACTED]
Title	[REDACTED]
Signature	[REDACTED]
Date	[REDACTED]

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 capacity to carry out smaller scale quantitative projects for our corporate and internal communications with our internal (staff and colleague) audiences. The team have also, on occasion, carried out bespoke stakeholder focussed quantitative projects such as creating surveys for businesses to register their interest to employ ex-offenders. However, the team do not have the resource, technology or access to nationally representative samples to conduct quantitative research for our campaigns and external communications.

This quantitative contract will support the development and measurement of our campaigns and strategic communications priorities. The contract will provide, but not be limited to, ongoing public perceptions into confidence of the justice system, polling on MoJ's strategic priorities, attitudinal segmentations of our key audiences, quantitative measurement of the success of our campaigns and analysing primary data to deliver insight to inform the department's strategic communications priorities. It is best practice for this research to be carried out by an external agency in order to ensure access to an unbiased sample, robustness and credibility of results. Furthermore, the quantitative contract will work alongside our qualitative research provider and where necessary quantify the findings of focus groups and depth interviews etc. We therefore expect the successful agency to have an agile approach to working with third parties to deliver on the department's research needs.

We are seeking a dynamic and agile agency that will work in genuine partnership with the department across our priorities – demonstrating real engagement, initiative, innovation and sensitivity – to deliver strategic and actionable evidence-based recommendations.

3. Specification

The successful agency will need to demonstrate and evidence they are experienced providers of quantitative research projects covering a range of methodologies including regular polling, audience segmentations, campaign trackers, ad-hoc surveys and analysis of large datasets from primary research. We are particularly interested in understanding how the successful agency builds research panels and access to marginalised (and often difficult to reach) audience groups.

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 qualitative 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 previous and ongoing projects that may be continued or developed as part of our ongoing communications of the department's priorities:

- On-going quantitative research (polling public opinion) on key Ministry of Justice priority issues, such as sentencing reform and reducing re-offending. The research significantly benefits communications, policy and strategy by providing a barometer of public opinion on our key policy areas and public confidence in the justice system.
- On-going tracking of public awareness and perceptions of the roles of prison and probation officers as part of our recruitment marketing campaign. We have committed to provide an additional 18,000

prison places as part of the government's Build Back Safer strategy – the recruitment of future colleagues to support these prison places is a government priority.

- On-going business awareness of our Offender Employment campaign as part of our commitment to reduce reoffending and cut crime. Additionally, this quantitative research project also identifies the barriers and motivations of businesses to employing people on release from prison and provides actionable recommendations on the most effective campaign messaging and channels.
- Other quantitative areas of research interest include legal stakeholder perceptions of government support in exporting English law overseas and a quantitative research project on public perceptions of access to justice, legal support and legal issues.

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

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

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 quantitative research, and to be able to recommend the most appropriate methodology for different audiences. We expect the successful agency to evidence their ability to target specific sample audiences and cross-cut findings by demographic and communications preferences segments. 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)
- External stakeholders

3. Methodological skills and expertise

The successful agency must demonstrate and evidence the following skills, experience and capability:

- Sampling: proven experience of access to multiple samples and sampling methodologies such as cluster sampling, random sampling, etc.
- Segmentation: proven experience to segment research samples across multiple segments including protected characteristic, region, socio-economic, ethnic, communications preference and attitudinal.
- Research design: proven experience to distil complex research and policy briefs, defining the problem, diagnosing and delivering a research solution that provides actionable insight.
- Field research: proven experience of delivering various scale research projects across multiple quantitative methodologies such as segmentations, polling, surveys, ad hoc quant dips, campaign tracking/measurement.
- Analysis: proven experience to analyse large and complicated datasets from primary research – draw out actionable insights that are translated into recommendations to inform communications strategies.
- Storytelling: illustrative evidence of innovative and visually engaging methods of presenting complex data and research findings – bringing research to life and putting our audiences at the centre of the story.
- Co-creation: proven experience of collaborative development of innovative approaches to research with a broad range of third-party stakeholders and potentially other external agencies.

4. 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 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 facilitating 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, Schedule 07 – Specification of Requirements

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 December 2021, or sooner of possible, 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.

The estimated timetable for this competition is below:

Action	Start date
Issue of tender documents	3 Sept 2021
Clarification period ends	Noon 13 Sept 2021
Responses to clarification questions	17 Sept 2021
Deadline for submission of bids	Noon 30 Sept 2021
Notify short-listed suppliers of selection for the interview phase	Week commencing 11 October 2021
Supplier interview	11 November 2021
Notify Suppliers of Outcome and send letters via CCS DPS portal	26 November 2021
Award and commencement of contract	8 th December 2021

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. 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.

Key Performance Indicators

	KPI	Information needed to measure KPI	How will the KPI be measured?	Red	Amber	Green
1. Project proposals (Delivery)	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
2. Project reports and outputs (Delivery)	Provide project reports and outputs. Some reports and outputs may be published and will need to be provided in an	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	Report / output delivered up to 5 working days after the deadline date and without a	Meets expectations, reports / outputs are accurate and delivered on time

	accessible document which meets the accessibility requirements described above.			MoJ and/or contains major errors or other significant quality issues which require major re-writing or other intervention by MoJ.	robust explanation accepted by MoJ and/or contains minor errors or other quality issues which require some rewriting or other intervention by MoJ.	
3. Project reports and outputs (Quality)	Project reports and outputs are of a high quality.	Provision of the reports / outputs.	Signed off by the Authority's nominated project manager	Report / outputs are not delivered to the agreed standard or require significant rewriting or revisions to be made by MoJ	Reports / outputs are delivered but require moderate rewriting and/or revisions to be made by MoJ	Reports / outputs are delivered to the agreed standard with only minor revisions made by MoJ

ANNEX B

Supplier Proposal

[REDACTED]

[REDACTED]

[REDACTED]

Part 2: Contract Terms

See separate document