

DPS SCHEDULE 4: LETTER OF APPOINTMENT AND CONTRACT TERMS

Part 1: Letter of Appointment

BritainThinks

REDACTED

Dear Cordelia,

Letter of Appointment

This letter of Appointment is issued in accordance with the provisions of the DPS Agreement (RM6018) between CCS and the Supplier dated 16th February 2018.

Capitalised terms and expressions used in this letter have the same meanings as in the Contract Terms unless the context otherwise requires.

Order Number:	The Customer will provide the Supplier with a Purchase order upon commissioning.
From:	UK Visas and Immigration REDACTED ("Customer")
To:	BritainThinks REDACTED ("Supplier")

Effective Date:	Monday 30 th April 2018
Expiry Date:	End date of Initial Period: 31 st December 2018 End date of Maximum Extension Period: Not Applicable Minimum written notice to Supplier in respect of extension: Not Applicable

Services required:	Set out in Section 2, Part B (Specification) of the DPS Agreement and refined by the Customer's Statement of Requirements attached at Annex A and the Supplier's Proposal attached at Annex B (REDACTED). For further details, please see Appendix 1, Part 2: Contract Terms, Schedule 6, Annex 1 (REDACTED).
--------------------	---

Key Individuals:	REDACTED
[Guarantor(s)]	NOT APPLICABLE

Contract Charges (including any applicable discount(s), but excluding VAT):	£92,062.50 Maximum Charges including all expenses. For further details, please see Appendix 1, Part 2: Contract Terms, Schedule 6, Annex 1 (REDACTED).
Insurance Requirements	As per Framework agreement.
Customer billing address for invoicing:	REDACTED

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 Customer to provide the Services in accordance with the terms of this letter and the Contract Terms.

The Parties hereby acknowledge and agree that they have read this letter and the Contract Terms.

The Parties hereby acknowledge and agree that this Contract shall be formed when the Customer acknowledges (which may be done by electronic means) the receipt of the signed copy of this letter from the Supplier within two (2) Working Days from such receipt

For and on behalf of the Supplier:

Name and Title: REDACTED

Signature:

Date:

For and on behalf of the Customer:

Name and Title: REDACTED

Signature:

Date:

ANNEX A

Customer Project Specification

1. BACKGROUND TO REQUIREMENT/OVERVIEW OF REQUIREMENT

- 1.1 The UK voted to leave the European Union in the 23 June 2016 EU referendum. On 29 March 2017, the government triggered Article 50, which began the formal process of the UK leaving the EU.
- 1.2 In June 2017, the UK government set out its offer regarding citizens' rights, and offered reassurance that People who, by 29 March 2019, have been continuously and lawfully living here for 5 years will be able to apply to stay indefinitely by getting 'settled status'. That means they will be free to live here, have access to public funds and services and go on to apply for British citizenship.
- 1.3 In December 2017 the UK and the EU reached agreement on the first stage of negotiations, including citizens' rights. The Customer can now provide certainty to EU citizens living here and UK nationals living in the EU, all of whom will be able to continue to live their lives broadly as now after the UK leaves the EU. The key points of the December agreement are as follows:
 - 1.3.1 People who, by 29 March 2019, have been continuously and lawfully living here for 5 years will be able to apply to stay indefinitely by getting 'settled status'. That means they will be free to live here, have access to public funds and services and go on to apply for British citizenship.
 - 1.3.2 People who arrive by 29 March 2019, but won't have been living here lawfully for 5 years when we leave the EU, will be able to apply to stay until they have reached the 5-year threshold. They can then also apply for settled status.
 - 1.3.3 Family members who are living with, or join, EU citizens in the UK by 29 March 2019 will also be able to apply for settled status, usually after 5 years in the UK.
 - 1.3.4 Close family members (spouses, civil and unmarried partners, dependent children and grandchildren, and dependent parents and grandparents) will be able to join EU citizens after exit, where the relationship existed on 29 March 2019.
 - 1.3.5 The cost of an application will be no greater than the cost of a British passport, and will be free for holders of valid permanent residence documentation.
 - 1.3.6 EU citizens with settled status or temporary permission to stay will have the same access as they currently do to healthcare, pensions and other benefits in the UK.
- 1.4 More information is available in the joint report about the agreement reached between the UK and the European Union on citizens' rights.

- 1.5 The Customer is focussed on designing and delivering a streamlined and digital process for the EU Settlement Scheme. There are many separate work streams within the Customer which have been tasked with delivering a superior customer experience as part of the EU Settlement Scheme.
- 1.6 As part of the scoping phase, the Customer's insight team conducted a desk-based literature review of all the existing insight and stakeholder knowledge to help inform the early stages of this work. It focussed on the 3.6 million people who are EU citizens and non-EU family members currently living (and working) in the UK. The aim of the review was to identify customer's needs, expectations and behaviours to help inform the design process.
- 1.7 The review identified several gaps in knowledge about the Customer's prospective customers. Research is now required to increase the Customer's understanding of their customers to help inform the design of the overall service the Customer intends to offer and to provide an evidence base (both qualitative and quantitative) for the application process.
- 1.8 The key overarching objectives that are relevant to this research are to:
 - 1.8.1 Provide a user-friendly digital process for customers wanting to settle in the UK, including addressing assisted digital needs.
 - 1.8.2 Provide clear information to customers on the steps they need to take to apply under the new system, and when to take them.
 - 1.8.3 Provide a service to customers that is easy to access, understand and gives them the answer first time (therefore reducing their need to contact the Customer).
 - 1.8.4 Establish whether a premium/priority service offer should be part of the service offered to customers registering under this scheme.
- 1.9 There are many stakeholders involved in this work and the design process has already begun. Consulting with the customer directly is an important part of the process. There is a clear need to talk directly to customers about specific issues such as language needs, digital preferences and barriers to completing online applications to address gaps in the Customer's knowledge. The Customer has a duty to provide an excellent service to their customers and must ensure value for money. By creating a firm evidence base for the design and delivery of the Customer's service, the Customer will be avoiding unnecessary contact from customers which carries greater costs in the long term.

2. SCOPE OF REQUIREMENT

- 2.1 The requirement includes enabling an understanding of customers' needs through the delivery of qualitative and quantitative research. This shall enable the Customer to design a process for delivering a customer friendly application process for the EU exit settlement scheme.
- 2.2 The requirement includes EU citizens residing in the UK and their family members. Sample may also be expanded to include employers / educational institutions and representatives.

3. THE REQUIREMENT

3.1 The core objectives of this research are to inform specifics of delivery and include:

- **Assisted Digital:** Understand and measure customers' barriers to completing an online application and how best to address these.
 - Understand and measure customers' digital preferences, e.g. use of smart phones and accessing the internet.
 - Understand and measure customers' need for assistance when using digital methods.
- **Translation:** Understand and measure what customers' translation needs may be, if any.
 - Explore what the translation needs are for these customers, including the particular products or services customers expect to be offered in other languages.
 - Understand the key languages requiring translation and the number of people for each.
 - Confirm the general level of understanding of English.
- **GOV.UK:** Explore customers' expectations and feedback on navigating through the Government's GOV.UK website.
 - Whether the website has been used before for immigration or other government services and feedback on this.
 - The expectations for how online information should be navigated for the Settlement Scheme.
- **Applications:** Explore customers' expectations and awareness of the timing of their application and how they will apply.
 - Explore what may be effective in managing the timing of customers making their applications over the lifecycle of the Scheme.
 - Understand the numbers and expectations of those with EEA and non-EEA family members.
 - Explore the feasibility of the chip-checker functionality and how customers will utilise that offer.
 - Understand what forms of immigration status customers may have applied for or been granted previously.
- **Service Standards:** Understand customers' needs relating to service standards.

- Understand how long customers expect to wait for a decision, if/how they want to receive updates and how they expect to be informed about how long a decision may take.
 - Understand the drivers behind customers' need for progress update information e.g. needing documents back, making other plans, family issues, and just wanting a timeframe for reassurance.
- **Support:** Understand the customer support that is needed and the format that is expected for this.
 - Understand how customers expect to resolve any issues with their application and what drives high satisfaction.
- **Premium Service Offer:** Test the potential demand and customer expectations for services over and above the standard offering.
 - Explore the reaction to potential ideas for premium/priority service offers including enthusiasm, perceived benefits gained and willingness to pay (further details and examples will be provided upon commissioning).
- **Desire to stay in the UK:** Overall, the Customer is interested in finding out whether those who are currently living and working in the UK want to stay here or not (it's currently assumed that everyone does) and subsequently what the impact of that is. In particular, the Customer is interested in reaching customers who do not engage with Government to find out a) whether they want to apply for settlement and b) find the Customer's proposals for a settlement scheme acceptable.
- **Segmentation:** Provide an initial segmentation of customers based on attitudes, behaviours. The exact scope of this shall be agreed with the Supplier at the commissioning stage, including whether the quantitative data can be used or if it shall be driven more by the qualitative data.

3.2 The target Population for this research:

- 3.2.1 EU citizens residing in the UK and their family members. Sample may also be expanded to include employers / educational institutions and representatives.

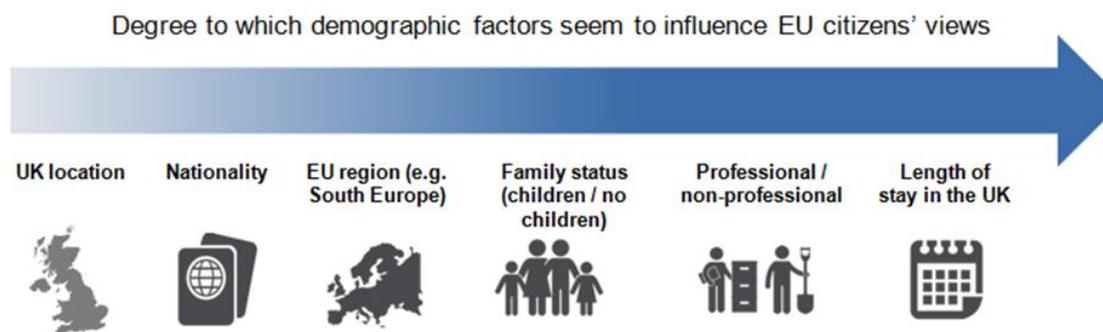
3.3 Sampling Considerations:

- 3.3.1 The Supplier shall consider the following factors during sample selection for both quantitative and qualitative methodologies:
 - **Length of stay in the UK** – the Customer is aware that this is an influencing factor on citizens' views from other research (see diagram below). The Supplier shall include a mix of those who've lived here less than 2-5 years versus over 5-10 years.

- **Working status** – the Customer is aware that this is also a key influencing factor on citizens' views from previous research so the sample needs to reflect a mix of professional / non-professional employment sectors as well as some self-sufficient/student populations.
- **Family status** – children vs. no children.
- **EU region** – for example South Europe.
- **Nationality** – the Customer anticipates the nationalities of all EU citizens residing within the UK to be considered.
 - Qualitative: the Customer expects that penetration rates of some nationalities residing within the UK will impact on the ability to recruit respondents. The study design, such as location, shall take this into account. Key nationalities include Polish, Romanian and Portuguese. Additional nationalities may be required and the Customer may require (for example) in-depth interviews among other nationalities (Italian, Lithuanian, German, French and Spanish) that are harder to reach for the exploration of translation needs.
 - Quantitative: The Customer expects to look at results at an overall EU citizen level with the exception of those with the highest penetration levels. Again, sample design needs to enable an understanding of drivers beyond nationality.
- **Location in the UK** – a mix of regions is required eg. Southern England, London, North of England, Wales, Scotland.

3.4 The Supplier shall apply appropriate attention to 'hard to reach' audiences within the population, for example those that do not necessarily use the traditional channels, who need assistance to complete applications, who do not have English language competence, or those who the Customer don't have some form of Government contact with through regular communication or databases. This is particularly important for the insight the Customer needs on assisted digital services.

Length of stay in the UK and job type emerge as the strongest factors driving variation in views



3.5 Research approach:

3.5.1 Methodology: The Supplier shall include both qualitative and quantitative research methodologies. Although most of the research objectives lend themselves more to a qualitative approach, the Supplier shall provide quantitative evidence for the objectives in section 6.2 which are key to decisions being made about the design and delivery of the service the Customer is offering. This is particularly important for making decisions about translations.

3.5.2 Segmentation: The Supplier shall conduct a 'mini' segmentation of customers from the research, resulting in pen portraits to highlight the different groups that the Customer is aiming to reach through service and communications.

3.6 Extended Requirement

3.6.1 The Supplier shall evaluate the customer's experience of the application process for the EU exit settlement scheme (once the settlement scheme has gone live).

4. KEY MILESTONES

4.1 The Supplier shall adhere to the following project:

Milestone	Description	Timeframe
1	Inception meeting	Within week 1 of Contract Award
2	Finalisation of research methodology, interview questions and timescales.	By week 4 of Contract Award
3	Fieldwork	Within week 4-7 of Contract Award

5	Delivery of final report	Within week 12 of Contract Award
---	--------------------------	----------------------------------

5. CUSTOMER'S RESPONSIBILITIES

- 5.1 The Customer will provide a nominated project manager who will be responsible for the day-to-day management of the Contract and will be the main point of contact for the Supplier.

6. REPORTING

- 6.1 The Supplier shall provide an Interim findings report. The report shall provide emerging findings and shall be reported halfway through fieldwork via a meeting or conference call giving a verbal update followed by a summary document of key findings so far.
- 6.2 The Supplier shall provide a Final report by PowerPoint presentation (including a debrief in London).

7. CONTINUOUS IMPROVEMENT

- 7.1 The Supplier shall continually improve the way in which the required Services are delivered throughout the Contract duration through an iterative process of learning from each stage of the research.
- 7.2 Changes to the way in which the Services are to be delivered must be brought to the Customer's attention and agreed prior to any changes being implemented.

8. QUALITY

- 8.1 The Supplier shall ensure the quality of all work completed shall comply with the Market Research Society (MRS) code of conduct:
https://www.mrs.org.uk/standards/code_of_conduct

9. STAFF AND CUSTOMER SERVICE

- 9.1 The Supplier shall provide a sufficient level of resource throughout the duration of the Contract in order to consistently deliver a quality service to all Parties.
- 9.2 The Suppliers staff assigned to the Contract shall have the relevant qualifications and experience to deliver the Contract.
- 9.3 The Supplier shall ensure that staff understand the Customer's vision and objectives and will provide excellent customer service to the Customer throughout the duration of the Contract.

10. SERVICE LEVELS AND PERFORMANCE

- 10.1 The Customer will measure the quality of the Supplier's delivery by:

KPI/SLA	Service Area	KPI/SLA description	Target
1	Delivery of project outputs	Project outputs delivered in line with the timetable	100% on time and in line with publication guidance

2	Core Objectives	The meeting of the research core objectives with quantitative evidence.	100%
3	Quality Assurance	Project outputs to be peer reviewed and follow an approval process before submission	100% peer reviewed and signed as checked
4	Response time	Responding to the Customers questions.	Acknowledgment within 48 hours (Monday – Friday)
5	Project Management	Weekly project updates	100%

- 10.2 The Supplier 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.
- 10.3 Where the Customer identifies poor performance against the agreed KPIs, the Supplier shall be required to attend a performance review meeting. The performance review meeting shall be at an agreed time no later than 10 working days from the date of notification at the Customer’s premises.
- 10.4 The Supplier shall provide a full incident report which describes the issues and identifies the causes. The Supplier shall also prepare a full and robust ‘Service Improvement Action Plan’ which sets out its proposals to remedy the service failure. The Service Improvement Plan shall be subject to amendment following the performance review meeting and agreed by both parties prior to implementation.
- 10.5 The Customer agrees to work with the Supplier to resolve service failure issues. However, it shall remain the Supplier’s sole responsibility to resolve any service failure issues.
- 10.6 Where the Supplier fails to provide a Service Improvement Plan or fails to deliver the agreed Service Improvement Plan to the required standard, the Customer reserves the right to seek early termination of the Contract in accordance with the procedures set out in Appendix 1 Part 2: Contract Terms.

11. SECURITY REQUIREMENTS

- 11.1 The Supplier’s staff shall attend meetings in REDACTED and shall be subject to site security checks before entering the building.
- 11.2 The Supplier shall note that this work involves the handling of politically sensitive and personal data. The Supplier shall store and manage data carefully and securely, in line with current UK data protection legislation.
- 11.3 The Supplier shall ensure the process for handling data shall comply with the Market Research Society (MRS) code of conduct:

https://www.mrs.org.uk/standards/code_of_conduct.

12. INTELLECTUAL PROPERTY RIGHTS (IPR)

12.1 The Customer shall be granted exclusive ownership of any reports and intellectual property associated with the outputs from the research. Analysis and outputs shall not be shared or discussed with any party other than the Customer, without its explicit consent.

13. PAYMENT

13.1 Payment can only be made following satisfactory delivery of pre-agreed research services and deliverables.

13.2 REDACTED.

13.3 REDACTED.

13.4 REDACTED.

14. LOCATION

14.1 The Successful Provider shall be based in their offices but shall be required to travel to the Authorities Offices in REDACTED.

ANNEX B

Supplier Proposal Dated: 6th April 2018

REDACTED.