



Crown
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Cabinet Office

- and -

ORC International Ltd

CONTRACT

for

The Provision of the Civil Service People Survey

Reference CCCO17A59

OFFICIAL

ORDER FORM

**SUBJECT TO THE CALL-OFF TERMS AND CONDITIONS OF UK SHARED BUSINESS SERVICES LTD. S3 - PRECEDENT FRAMEWORK AGREEMENT
FOR THE PROVISION OF MARKET RESEARCH SERVICES**

FROM

Authority	The Cabinet Office
Service Address	Cabinet Office, 1 Horse Guards Road, London, SW1A 2HQ
Invoice Address	As above
Contact Ref:	CCCO17A59
Order Number	To Be Confirmed
Order Date	To Be Confirmed

TO

Provider:	ORC International Ltd
For the attention of: E-mail Telephone number	REDACTED.
Address	ORC International Ltd, 60 Great Portland Street, London, W1W 7RT

1. SERVICES REQUIREMENTS

(1.1) Services Required:

The Services will be delivered in line with the Appendix B – Statement of Requirements (dated 24/10/2017), and the Provider's Response (dated 24/11/2017). Extracts of both documents are below.

CUSTOMER'S STATEMENT OF REQUIREMENTS

BACKGROUND TO REQUIREMENT/OVERVIEW OF REQUIREMENT

Following successful delivery of the Civil Service People Survey since 2009, the Cabinet Office is now seeking to conduct the 2018 survey, with the option to extend this contract to deliver the 2019 survey as well.

The “single survey approach”

The strategic business case for the Civil Service People Survey serves two aims:

- (i) Providing robust, comprehensive and comparable data from across the Civil Service that supports both institutional learning and management accountability.
- (ii) Realising economies of scale by de-duplicating activities and coordinating programme management of employee research.

To support aim (i) the current Civil Service People Survey operates as an annual census survey in each participating organisation, with reports provided for groups of at least 10 respondents. To support aim (ii) the Authority lets and manages a single contract with a sole Provider to deliver effective commercial and programme management oversight.

The Authority specifies a “core” service requirement that must be provided to all participating organisations each year. In summary: fieldwork in October each year, a standard questionnaire and a standardised approach to reporting results.

Given the diversity of organisations participating in the survey, there is a need to provide the ability to include bespoke elements in the “core” offer. For example: the incorporation of the organisation’s name, the use of local terms for senior managers, organisation-specific options for the grade and occupation questions in the core demographics and using the organisation’s logo.

Some participating organisations also have specific needs and requirements that fall outside of the core offer. The Provider is therefore required to provide a standard suite of “additional services” that participating organisations may choose to take up. For example: local attitudinal questions to address organisation-specific issues, local demographic questions to identify organisation-specific groups of respondents and the printing and distribution of paper surveys.

Some departments, notably the Welsh Government and the Foreign and Commonwealth Office, require their survey to be translated into languages other than English. The translations are typically provided by the organisations concerned; however the Provider will need to incorporate these into data collection methods. The Provider will also need to provide translation of open-text comments to English.

Programme management

Given the complexity of delivering the Civil Service People Survey, the Authority has established comprehensive programme management processes and procedures to ensure effective delivery each year. The Authority programme team act as the interface between the Provider and participating organisations, and as a result has two key responsibilities in respect of survey delivery:

- An intelligent customer, as contract owners the programme team sets the requirements for the survey, oversees the Provider’s day-to-day activity, and holds the Provider to account for delivery.
- An intelligent buyer, each programme team member is an account manager for a portfolio of participating organisations, ensuring that organisations meet their responsibilities and that requests for additional services are value for money.

Each participating organisation has a dedicated individual, a survey manager, who is responsible for their organisation’s key deliverables during the fieldwork preparation and delivery period. Although the first point of contact for the Provider is normally the Authority, the Provider may also have direct contact with individual survey managers, when testing the ability of organisations to use the online survey within their IT architecture, for example.

Standard reporting

The Provider shall provide a full copy of the People Survey data to the Authority’s programme team, in SPSS or Stata format, within five working days of the close of fieldwork.

The Provider shall also provide “offline” reporting in the format of standard PDF and Excel reports for all eligible hierarchy units, as well as an automated PowerPoint presentation deck for each participating organisation, and an online analytical tool that enables greater interrogation of data.

Methodological development

The 2018 survey will be the tenth annual Civil Service People Survey. The core questionnaire was set in 2009 and has only had minor changes since. This provides unprecedented time-series information for the Civil Service on the attitudes of its employees. However, over time the challenges faced by the Civil Service have changed. The Provider shall be required to support a review of the questionnaire through the provision of question testing capability within the online survey.

Consultancy

A key aim of the CSPS is to provide managers at all levels with the insights and support they need to bring about change in their teams and organisations to improve staff experiences and business outcomes. The Provider is required to assist with this.

SCOPE OF REQUIREMENT

To deliver aims (i) and (ii) outlined above, the Authority requires the Provider to deliver the following three objectives:

- Deliver a survey each October of all employees in approximately 100 organisations, supporting both corporate cross-Service needs as well as individual organisations’ bespoke requirements;
- Provide timely, accurate and insightful data and reporting; and,
- Provide advice and technical support to further the methodological development of the Civil Service People Survey and employee research, helping to ensure the questionnaire remains relevant, and that the Authority is following best practice in employee research.

The following section sets out the scope of the requirement in more detail, and the way that the Authority meets these requirements now.

Requirements have been split into five distinct aspects: (1) survey management, (2) fieldwork preparation, (3) fieldwork delivery, (4) reporting, and (5) methodological development. In each aspect there are core services the Provider is required to provide to all participating organisations. With the exception of survey management, each aspect has additional services that individual participating organisations may wish to procure to support their individual needs.

To ensure robust and accurate results from the survey, and to make ‘rolling up’ of data throughout the Civil Service hierarchy easier, the Provider shall capture all results within a single survey, rather than delivering the project by running separate projects for each organisation participating in the survey, and then combining these results.

Survey management

All requirements of the survey management aspect are core requirements that must be provided. Table 1 outlines these in summary, with figures in square brackets indicating subsequent paragraphs that provide full details of the each requirement.

Table 1: Specific requirements regarding survey management

Core requirements
<ul style="list-style-type: none"> ▪ A clear project management methodology used throughout delivering the requirements, and including: <ul style="list-style-type: none"> ▪ Comprehensive project planning and controls, such as product descriptions and a change control procedure.

- A dedicated project team with an identified project director, project manager and technical lead who would be expected to liaise on a regular basis with the Authority's programme team.
- Weekly status reports, regular project management meetings/ teleconferences between the Provider and Authority teams.
- Clear quality management processes and a quality assurance director based outside the project team.
- An online survey building system to collect key information from participating organisations, including:
 - Collection of bespoke elements of the core survey.
 - The construction and management of the hierarchy.
 - A system to track which organisations have selected which additional services, and to collect relevant information associated with the service request (such as collecting the specific details for local questions).
- A clear transition plan from the previous contract period to the CSPA 2018-19 contract period, including minimising the burden on survey managers.

The Civil Service People Survey is controlled and managed in accordance with strict project planning and control methodologies. The Provider shall be required to work with the Authority to align their project plan and delivery products with this approach.

The Provider shall work with the Authority to develop a detailed project plan for the delivery of the survey each year, which provides a comprehensive outline of activity, all key deliverables, milestones/deadlines, and critical interdependencies. Clear product descriptions, which describe products in a way that could be understood by someone new to the project, shall be produced by the Provider and agreed with the Authority for each of the key deliverables identified in the plan, ahead of work commencing for each deliverable. The Provider shall also implement a clear procedure for change control.

Success of the survey is dependent on flow of communication between the Provider and the Authority. The Provider shall assemble a dedicated project team, including (but not limited to) a project director, project manager and technical lead. The Provider shall respond to a large number of queries from the Authority's team on a daily basis, especially during the fieldwork preparation and delivery stages, and shall ensure there is sufficient resource in the project team to respond in a timely and efficient manner (normally within one working day).

Changes in project team shall be agreed with the Authority. Team members shall be replaced with equally qualified and graded colleagues.

The Provider shall provide a weekly status report to the Authority and attend weekly teleconference calls. In addition, regular face to face meetings will be held between the Provider and the Authority's programme team. Members of the project team may occasionally be required to participate in workshops held by the Authority in the survey build period for survey managers.

Robust quality management procedures are essential for successful delivery of the survey. Alongside the Provider's institutional procedures a specific quality management plan shall be implemented for the CSPA that is embedded throughout the Provider's approach to delivery. A senior member of staff external to the project shall be appointed as a Quality Director to oversee quality management in the project and act as a point of reference if major errors occur.

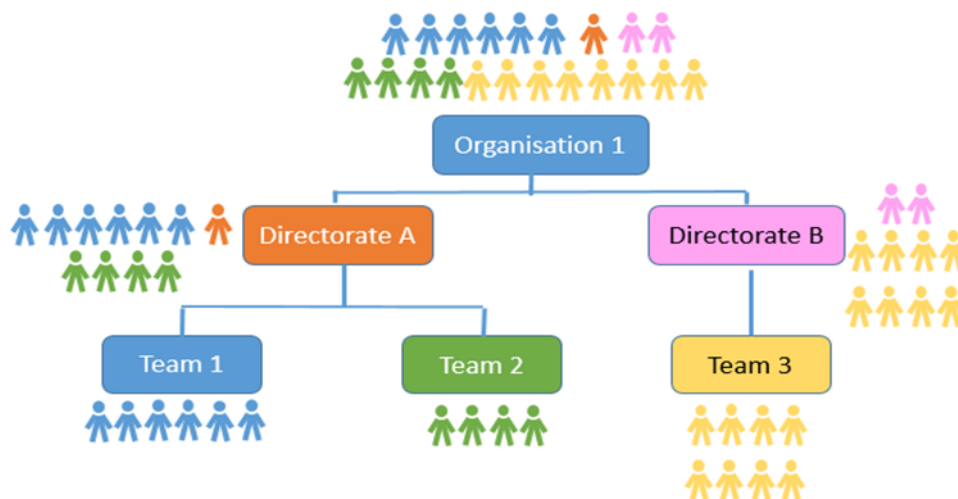
Successful delivery of the survey requires the incorporation of standardised information from over 100 organisations, with strong in-year and year-on-year version control. To manage this effectively, the Provider shall provide a survey management tool that acts as the primary interface between survey managers, the Authority programme team, and the Provider. Wherever possible, the Provider shall pre-populate information from the previous year's survey, in order to minimise burden on survey managers and unnecessary error.

In addition to collecting information, the survey management tool should act as a project management aide for survey managers and the Authority programme team. For survey managers, it should provide clear deadlines and flag issues that require their attention. For the Authority programme team, it should enable easy oversight of each organisation's progress, as well as the ability to inspect an individual organisation's returns.

The survey management tool shall provide survey managers with the ability to provide bespoke elements of the core survey, including: the local name of the survey, variable terms in core questions, variable response options for grade and occupation questions and the logo for use in local survey branding. A single sign on to all these features is required.

A key feature of the survey is that results are reported for all levels of an organisation, so that managers at all levels of the hierarchy have a report based on responses from all individuals in their management domain. Currently, results are provided for almost 10,000 units each year. To manage the complex hierarchy, the CSPA uses an 'organisational unit' (OU) code approach to the building of the hierarchy. Each team/grouping within the hierarchy is allocated a unique OU code, a respondent uses this code when starting the survey and therefore does not have to answer routed questions on where in the organisation's hierarchy they work. This approach allows 'rolling up' of data from the bottom to the top of the hierarchy, as well as aggregation of related units that do not share common elements of the hierarchy ('pseudo-codes'). Figure 1 illustrates an example hierarchy. Scores for respondents from Team 1 feed into the scores for Team 1, Directorate A and Organisation 1; scores for respondents in Team 3 feed into the scores for Team 3, Directorate B and Organisation 1. In some organisations, hierarchies have up to 11 layers.

Figure 1. Illustrative organisation hierarchy. Colours represent the bottom-most unit respondents belong to.



The survey management tool shall provide an easy to use interface for survey managers to build their hierarchy, and to pre-define pseudo-codes. This shall also include metadata about the unit, such as the unit to trend match to the previous year's survey and the type of function performed by the unit. Many organisations' hierarchies are subject to change at short-notice, therefore the Provider shall support changes to the hierarchy (unit names, parent unit, and adding new units) until up to two weeks before the final day of fieldwork. Headcount information shall be collected to provide accurate response rates; this shall be editable until one week before the final day of fieldwork. All users shall only have access to their own hierarchy, but the Authority's programme team shall have visibility of the entire CSPA hierarchy within a single hierarchy.

In addition to the core requirements, the survey management tool shall be able to track the use of additional services and collect relevant information (particularly fieldwork related services such as local questions and unique links).

Wherever possible, the Provider shall seek to minimise the impact on survey managers in participating organisations; this could be done by pre-populating organisation information in the survey management tool, using information provided by the Authority from the previous year's survey (such as hierarchies or variable terms), in Excel format, for example.

Fieldwork preparation

All core requirements of the fieldwork preparation aspect must be provided to all participating organisations. Table 2 outlines core and additional service requirements.

Table 2: Core and additional service requirements for fieldwork preparation

Core requirements	Additional services
<ul style="list-style-type: none"> ▪ All participating organisations to have the ability to include bespoke variable terms in their version of the core questionnaire. ▪ All participating organisations to have the ability to include bespoke options to the core demographic questions on grade and occupation. ▪ Ability to include three open-text comment questions in the core survey. ▪ Ability to include a small number of additional attitudinal questions in multiple organisation's surveys, which are seen/not seen by respondents based on responses to demographic questions. ▪ Ability for participating organisations to supply hierarchy information via Excel spreadsheet. 	<ul style="list-style-type: none"> ▪ Ability to include a fourth open-text comment question. ▪ Ability for participating organisations to include organisation-specific attitudinal questions. ▪ Ability for participating organisations to include organisation-specific demographic questions.

The core questionnaire, included at Appendix B3, includes generic variable terms that participating organisations should be able to provide bespoke wording for, to ensure that the survey is relevant for respondents. For example, to include the name of the organisation, senior managers, or the executive decision making body.

In addition to variable terms described above, two demographic questions have a requirement for bespoke response options to ensure these are relevant to respondents – questions on grade (K01) and occupation (H08) in the core questionnaire (Appendix B3). The Provider shall also collect information on how grade options relate to the harmonised Civil Service grades to enable cross-Civil Service analysis.

The core questionnaire includes three open-text questions for respondents (as well as one open text response option to a demographic question about gender). The Provider is required to provide, as an additional service for participating organisations, a fourth open-text question of their choosing, including the ability to route respondents to this question based on previous answers in the survey.

Alongside the core questionnaire, the Provider shall provide participating organisations with the ability to include their own organisation-specific attitudinal and demographic questions. In CSPS 2014 to CSPS 2017 this has been limited to up to 25 attitudinal questions and 7 demographic questions. Organisations need the ability to route respondents to specific attitudinal or demographic questions based on previous answers in the survey, and to ask different questions to different parts of their organisation's hierarchy (at present, a small number of organisations do each of these things). Organisations also need to be able to use a range of different response scales for these questions, all of which must be shown in standard reporting.

There are several cross-service organisations, such as the Government Commercial Organisation, whose staff work in different organisations, but ultimately all still report to the same senior manager. Therefore, the Provider must ensure it is possible to include a small number of additional attitudinal questions to the surveys of multiple organisations, which staff see/do not see based on their response to demographic questions in the survey, so that the Authority can gather information about working for these cross-service organisations.

While most organisations will use the survey management tool to build and edit their hierarchy during the fieldwork preparation period, the Provider shall provide, as an additional service, the ability for large/complex hierarchy information to be provided outside the tool via a Microsoft Excel-compatible spreadsheet (at present only three organisations require this service).

Fieldwork delivery

All core requirements of the fieldwork delivery aspect must be provided to all participating organisations. Table 3 outlines core and additional requirements.

Table 3: Core and additional service requirements for fieldwork delivery

Core requirements	Additional services
<ul style="list-style-type: none"> ▪ Capacity for an online survey with 450,000 responses, as well as up to 15,000 paper returns. ▪ Online survey infrastructure must be compatible with assistive/accessibility software. ▪ Provision of a survey support mailbox/telephone number for participants during the survey. ▪ Daily responses rates from online survey, weekly response rates from paper survey. ▪ Provision of an online Welsh-language survey for the Welsh Government. ▪ Ability to process responses from non-English language versions of the paper survey. ▪ Adoption of organisation-specific logo in the online survey. 	<ul style="list-style-type: none"> ▪ Ability for participating organisations to use closed sample/'unique links' access to the online survey. ▪ Ability to print, distribute and input paper survey. ▪ Provision of pre-paid/Business Reply Envelopes for return of paper survey responses. ▪ Alternative survey format options (e.g. telephone, large print, Braille).

The majority of respondents will participate in the survey through an online self-completion survey. The survey platform shall be able to handle over 50,000 concurrent responses when the survey goes live. The Provider shall also provide a PDF version of the questionnaire that can be printed to allow staff to complete on paper where internet access is unavailable. The Provider shall have the capacity to handle 15,000 paper responses.

The Provider shall provide an online survey technology solution that is capable of receiving responses from all who are invited to participate. IT systems across government are extremely varied and may include software that is non-standard or no longer actively supported by software vendors (in particular there may be staff who still use Internet Explorer 7). The Provider is required to work with Government IT officials and contractors to ensure their online survey technology can work across all participating organisations with access to the internet. The Provider shall include a dedicated IT access test in their project plan.

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In addition to supporting standard Government IT systems, the Provider shall also ensure that, wherever possible, assistive and adaptive technologies (such as screen readers) work seamlessly with their online survey technology. This may require the Provider to work extensively with organisational accessibility teams. A summary of accessibility software used in participating organisations is provided at Appendix B4.

Throughout the fieldwork period, the Provider shall provide technical support to survey participants, via a dedicated telephone helpline and/or mailbox. Queries shall be dealt with within 1 working day.

During the fieldwork period the Provider shall provide, as a minimum, daily updates of response rates from the online survey and weekly updates of paper questionnaire completions. Response rates should be based on pre-defined headcount figures for organisations with generic survey links. Responses rates shall be provided for all hierarchy units, and downloadable.

Both an online and paper version of the Welsh Government survey shall be provided in Welsh, in addition to the English language survey. The translation of the questionnaire will be provided by the Welsh Government. Other participating organisations (with a high number or proportion of staff based in Wales), may also require the ability to provide a Welsh language version of their paper survey (again, Welsh translations will be provided by these organisations.)

The Foreign and Commonwealth Office operates globally and employs staff locally at their overseas posts. To enable these staff to participate in the survey, the FCO survey has been translated in up to 34 languages, some by UK-based professional translators and some by staff based at posts. The Provider shall ensure they are able to accept all versions of the survey translated into a foreign language.

The comments from Welsh language and foreign language completed surveys shall be translated by the Provider back into English.

To ensure the surveys are relevant to respondents, the Provider shall ensure there is the ability to incorporate each participating organisation's logo into the branding of the online and paper questionnaires.

The majority of organisations prefer to use a 'generic link' approach to the survey, whereby they communicate one single link to the survey across the organisation. However, the Provider is invited to provide an additional service for organisations that wish to opt for a 'unique link' approach, whereby the Provider directly emails one-user only links to staff. The Provider needs be able to send ~50,000 email invitations/reminders within 2 hours to staff within these organisations.

The Provider shall produce a PDF version of the survey for each participating organisation. In most organisations, only a small number of respondents will need to use a paper survey and they will be printed in-house. However, the Provider is invited to provide an additional service for organisations that wish for batch-printing of paper surveys, as well as options for the distribution of paper surveys to respondents, and pre-paid return of completed surveys to the Provider for data imputation.

While the Provider should commit to supporting assistive and adaptive technology to enable staff to use the online survey wherever possible, this may not be possible for all staff. To ensure that these staff are not disadvantaged, the Provider shall provide as an additional service alternative means to participate in the survey (such as by telephone, large print or with a Braille version).

Survey reporting

All core requirements of the survey reporting aspect must be provided to all participating organisations. Table 4 outlines core and additional requirements.

Table 4: Core and additional service requirements for survey reporting

Core requirements	Additional services
<ul style="list-style-type: none">▪ Delivery of a full dataset to the Authority team within 5 working days of the close of fieldwork.▪ Provision of an automated PDF report for all eligible hierarchy units (including pseudo-	<ul style="list-style-type: none">▪ An online portal/tool that enables report owners (team leaders) to view and interrogate their team's data, and facilitates action planning.

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<p>codes) within 7 working days of close of fieldwork.</p> <ul style="list-style-type: none"> ▪ Provision of one automated Excel report per organisation, which shows all survey scores for all hierarchy units (including pseudo-codes), within 7 working days of close of fieldwork. ▪ Provision of an Excel 'benchmark report', delivered to all organisations, within 7 working days of close of fieldwork. ▪ Provision of an automated PowerPoint deck for each participating organisation within 10 working days of close of fieldwork. ▪ A self-service online reporting tool that allows dedicated departmental users to further interrogate survey data. ▪ Statistical analysis (including calculation of the engagement index, theme scores, driver analysis, segmentation analysis and statistical significance comparisons), for use in all reporting. ▪ Excel spreadsheet of free text comments to be delivered to the Authority within 15 days of survey close. Online comments tool to be delivered to all organisations within 30 working days of survey close. All comments must be 'cleaned' for swear words, names, job titles and job positions. 	<ul style="list-style-type: none"> ▪ External benchmarking data. ▪ Face-to-face presentation of survey results to leadership teams in participating organisations.
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The Provider shall provide a complete copy of the data collected in the survey to the Authority's programme team within 5 working days of the close of fieldwork, in a Stata or SPSS file format.

The Provider shall provide (alongside the data) standardised "offline" reports for all eligible reporting units. These will provide, for each unit, both a summary and full break down of scores for all attitudinal questions, as well as comparisons to 2017 scores (where these exist). The Provider will work with the Authority's team to define the design and content of the report. These reports shall be provided within 7 working days of the close of fieldwork. Individual-level survey data from all previous years (2009-2017) will be provided to the Provider in csv, Stata or SPSS format to allow comparisons to previous years in these reports.

The Provider is required to provide one automated Excel report per organisation, which shows all survey scores for all hierarchy units in that organisation (including pseudo-codes), within 7 working days of close of fieldwork.

The Provider shall provide an Excel 'benchmark report', delivered to all organisations, within 7 working days of close of fieldwork. This report needs to show overall survey scores for all organisations in the survey, as well as for pre-defined benchmark groups (based on organisation size and type, for example).

To support survey managers to deliver briefing and presentation of the results within their organisation, the Provider shall provide a standardised automated PowerPoint slide deck for each participating organisation within 10 working days of the close of fieldwork. These decks shall include slides showing results for the organisation overall, as well as for units one level lower in the hierarchy, with results presented for key demographic groups and including trends in scores since 2009.

To further support departments to interrogate and draw actionable insight from their survey data, the Provider shall provide a self-service, online reporting tool (or suite of tools) for dedicated departmental users. This tool shall (at least) enable users to look at results for specific organisational units, to cut data by demographic variables and to look at trend in results since the survey began.

The Provider must be able to deliver statistical analysis for use in all reporting. This will include calculation of the employee engagement index, calculation of survey 'theme scores', driver analysis (to examine the relationship between different themes in the questionnaire and employee engagement), segmentation analysis and statistical significance comparisons. The current CSPS technical guide, which explains the statistical calculations required, is provided at Appendix B6. One development priority in this area is to receive (or to be able to use the reporting tool(s) to calculate) key drivers for different demographic groups. Currently driver analysis is only conducted based on hierarchy.

The Provider shall provide an Excel spreadsheet of all free text comments to the Authority's programme team within 15 days of survey close. An online comments tool for all organisations shall be delivered within 30 working days of survey close. In both products, all comments must be 'cleaned' for swear words, names, job titles and job positions. The comments tool shall have the functionality to filter comments by theme, organisational unit and respondent demographic characteristics, and to produce high level analytics on and summary graphics for selected comments (for example, bar charts that show the number of comments under each theme, and word clouds to represent frequency of individual words used). A tool that can perform more sophisticated analysis of free-text comments (sentiment analysis, for example) would be welcomed.

In addition to core reporting, Providers are invited to consider whether they can provide an additional online portal/tool that enables all report owners (team leaders) to view and interrogate their team's data, and facilitates action planning. The aims of this tool would be: to guide managers to the issues that will have the biggest impact on engagement in their area, to support managers with content that suggests how to address those issues (provided by the Provider and/or participating organisations) and to make it easier for managers to plan and track progress with agreed actions.

All standard reporting (including self-service reporting tools) must be able to adhere to agreed anonymity/confidentiality criterion; most often that results shall only be shown for groups of 10 or more respondents.

The Provider shall consider how they can provide external benchmarking data for the Authority's programme team to understand how results compare to external reference groups. This additional service is optional and Potential Providers unable to provide this service will not be disqualified.

Some participating organisations value external parties briefing senior teams on the results to emphasise the confidentiality of the results and, therefore the Provider is invited to provide an additional service for participating organisations of a face-to-face briefing to senior leadership teams. Face-to-face presentations are to Board-level officials and should be conducted by suitably experienced and qualified staff.

Methodological development

All core requirements of the methodological development aspect must be provided. Table 5 outlines both core and additional service requirements.

Table 5: Core and additional service requirements in methodological development

Core requirements	Additional services
<ul style="list-style-type: none"> Testing of new/alternative questions within the online survey 	<ul style="list-style-type: none"> Expert advice on potential new questions Advanced statistical analysis Support the delivery of 'pulse surveys' within organisations Provide survey respondents with a summary of their own engagement and support them to take action based on this

The Provider is invited to consider how testing of new questions can occur within the standard online survey, to minimise overall burden on staff, and provide robust comparative data with existing questions.

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Expert advice from the Provider on potential new questions relating to workplace issues, including those currently outside the scope of the CSPS (e.g. shift working, working directly with members of the public and working in hazardous/dangerous conditions), would be welcomed.

One area of interest for the Authority is how it can supplement its annual survey, and help organisations get more continuous employee feedback in an efficient, cost-effective way. The Provider shall consider whether they can offer organisations best practice templated surveys (branded according to organisation), which can be issued by survey managers (or by delegated individuals within organisations) to all or part of organisational hierarchies constructed for the main CSPS, at any time in the year, via the Provider's survey platform.

Another area of interest is how organisations encourage and support individuals to take responsibility for their own experience and engagement at work. The Provider shall consider whether they can offer, at the end of the survey, feedback to individual respondents on their personal engagement level (based on their survey responses compared to pre-set thresholds), along with suggestions on what they might do to address any issues (or positives) emerging. These suggestions should include content provided by participating organisations.

KEY MILESTONES

The Provider shall note the following project milestones that the Authority will measure the quality of delivery against:

Milestone	Description	Timeframe
1	Contract award and inception meeting	January 2018
2	Provider preparations for survey set-up process	January 2018 – April 2018
3	Survey building and set-up process with participating organisations	April 2018 – September 2018
4	CSPS 2018 fieldwork	October 2018
5	Delivery of standard reports and comprehensive dataset for digital reporting	Early November 2018
6	Project review of 2018 survey	January 2019

CONTINUOUS IMPROVEMENT

The Provider will be expected to continually look to improve the way in which the required Services are to be delivered throughout the Contract duration.

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.

STAFF AND CUSTOMER SERVICE

The Authority requires the Provider to provide a sufficient level of resource throughout the duration of the CSPS Contract in order to consistently deliver a quality service to all Parties.

The Provider's staff assigned to the CSPS Contract shall have the relevant qualifications and experience to deliver the Contract.

The Provider shall ensure that staff understand the Authority's vision and objectives and will provide excellent customer service to the Authority's Programme Team throughout the duration of the Contract.

SERVICE LEVELS AND PERFORMANCE

(See section 3.2 below)

SECURITY REQUIREMENTS

Personnel Vetting Requirements

All Provider staff who have access to Authority data must be willing to undergo security clearances (this will be mandatory for any staff accessing bulk data). As a minimum, all staff must comply with the Baseline Personnel Security Standard. The Provider will ensure that all staff have completed personnel security controls described in the Baseline Personnel Security Standard at https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/365602/HMG_Baseline_Personnel_Security_Standard.pdf) before commencing work.

The Provider's staff who will have access to bulk live data (classified as Official Sensitive data) must be willing to undergo an elevated clearance level (SC).

The Provider shall provide a comprehensive list of all employees and sub-contractors involved in the delivery of the survey, and inform the Authority of any immediate changes to the project team. Employees of sub-contractors may also be required to undertake security vetting.

Designing and managing secure solutions

The Provider shall design secure solutions in accordance with the NCSC Security Design Principles: <https://www.ncsc.gov.uk/guidance/security-design-principles-digital-services-main> For example: implementation of segmented and layered network architectures, comprehensive protective monitoring solutions.

Certification Requirements

The Provider's solution shall be ISO27001:2013 certified. The Provider confirms they have 'Cyber Essential Plus' certification or are willing to obtain it within a timescale to be agreed with the Authority.

Patching and Penetration testing

The Provider must proactively monitor Provider vulnerability websites, and demonstrate the ability to ensure all necessary patches and upgrades are applied to maintain security, integrity and availability, in accordance with the Cloud Security Principles.

The Provider must undertake the following security assurance activities at their own cost and expense to demonstrate that the people, process, technical and physical controls have been delivered in an effective way:

- Penetration testing to be carried out by certified Crest or Check supplier
- Penetration testing of the production environment before the first release to that environment and at such times after that as the Authority may require.
- An annual IT Health Check (scope to be agreed with the Authority) and where there is a significant change to infrastructure/service.

After receiving IT health check report the full report must be shared with Authority and the Provider must produce a remediation plan to agreed timescales, to be managed through a security working group.

Protective Monitoring

The Provider must ensure an effective protective monitoring regime is in place at all times and produce sufficient evidence in the form of logs and other documents to the Authority to confirm this. The Provider shall:

- Provide operational security management reports.
- Engage with the Authority incident management process
- Demonstrate the ability to deliver protective monitoring across the supply chain
- Incorporate National Cyber Security Centre (NCSC) guidance on how to design a security operations centre (SOC).

Data Processing, Storage, Management and Destruction

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The Provider and Authority recognise the need for survey data to be safeguarded under the Data Protection Act. To that end, at all times the Provider must be able to state to the Authority the physical locations within the European Economic Area where the data may be stored, processed and managed.

The Provider shall ensure that the Sub-contractors do not store, process or transmit data outside the European Economic Area and the Provider shall agree any change in location of data storage, processing and administration with the Authority in advance and such agreement may be subject to conditions.

The Provider must securely erase any or all data held by the Provider when requested to do so by the Authority; and securely destroy all media that has held data at the end of life of that media in accordance with any specific requirements in this agreement and, in the absence of any such requirements, in accordance with Good Industry Practice.

INTELLECTUAL PROPERTY RIGHTS (IPR)

The data collected by the Provider is the intellectual property of the Crown and must not be used without the express consent of the Authority's programme team.

The questionnaire used for the CSPS will be the intellectual property of the Crown.

PROVIDER'S RESPONSE (as submitted on the 24th November 2017)

REDACTED.

(1.2) Commencement Date: 1st January 2018

(1.3) Price Payable by Authority

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

Before payment can be considered, each invoice must include a detailed elemental breakdown of work completed and the associated costs.

Rates payable are as per the Provider's proposal of: 24th November 2017 (See Appendix D7.1)

The cost of "core services" (£424,130.00/annum) and the staff rates provided below, will remain firm for the length of the Contract. Other costs may vary subject to the individual demands of participating organisations.

REDACTED.

All costs are exclusive of VAT and inclusive of expenses.

All rates shall remain firm for the duration of the Contract.

The total contract value shall not exceed £1,400,000.00. This includes any contract extension permitted under this Contract.

(1.4) Completion Date: 31st March 2019 with an option to extend by a further twelve (12) months until 31st March 2020.

2 ADDITIONAL REQUIREMENTS

(2.1) Supplemental Requirements in addition to Call-Off Terms and Conditions:

None

(2.2) Variations to Call-Off Terms and Conditions

Any variation, including any contract extension, shall be subject to clause C7-11 of the Framework Terms and Conditions and shall follow the procedure as defined in Schedule 8 of that agreement.

3. PERFORMANCE OF THE SERVICES AND DELIVERABLES

(3.1) Key Personnel of the Provider to be involved in the Services and deliverables:

REDACTED.

(3.2) Performance Standards

The Provider shall abide by the below Service Level Agreements (SLAs).

SLA	Service Area	KPI/SLA description	Target
1	Online survey delivery	The online survey should be available 24hrs a day during the fieldwork period.	99.5%
2	Provision of survey reporting requirements	As outlined in section 5, delivery of a full dataset and automated PDF/Excel reports for all eligible hierarchy units to occur within 7 working days of the close of fieldwork. Automated PowerPoint decks for each participating organisation to be delivered within 10 working days.	100% 100%
3	Reporting	Reporting requirements to be delivered without errors.	100%
4	Additional services	Additional services to be delivered to timescales agreed.	100%

Where the Authority identifies poor performance against the agreed SLA's, the Provider shall be required to attend a performance review meeting. The performance review meeting shall be at an agreed time no later than 5 working days from the date of notification and held at the Authority's premises.

The Provider shall be required to provide a full incident report, which describes the issues and identifies the causes. The Provider will also be required to 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.

The Authority agrees to work with the Provider to resolve service failure issues. However, it will remain the Provider's sole responsibility to resolve any such service failures.

Where the Provider fails to provide a Service Improvement Plan or fails to deliver the agreed Service Improvement Plan to the required standard, the Authority reserves the right to seek early termination of the contract in accordance with the procedures set out in Appendix C - Terms and Conditions.

Should poor performance of the Provider lead to early termination of the Contract, the Authority will require the Provider to securely destroy any survey data transferred to them or collected up to this point. Where possible, any information that has been uploaded to the online survey building system should be downloaded and passed to the Authority in a format (most likely Excel or CSV) that it might most easily be used on another platform.

Where the Provider fails to perform the Services within the required timescales, except in circumstances of force majeure, the Authority may seek remedies as permitted within clause B2 of the UKSBS Framework agreement; specifically B2-1-3 (recover costs incurred...) B2-1-4 (recover sums paid in advance) and B2-1-5 (claim damages for additional costs)

(3.3) Location(s) at which the Services are to be provided:

OFFICIAL

Cabinet Office, 1 Horse Guards Road, London SW1A 2HQ

Pending requests from participating organisations and subsequent authorisation from the Authority's programme team, the Provider may be required to attend other locations to deliver presentations for participating organisations.

(3.4) Quality Standards

As per section 1.1

(3.5) Contract Monitoring Arrangements

As per section 1.1

4. CONFIDENTIAL INFORMATION

(4.1) The following information shall be deemed Commercially Sensitive Information or Confidential Information: -

The Provider's tender submission, specifically their methodologies and approach to service delivery.

Contract pricing detail including staff rates.

(4.2) Information shall be deemed Commercially Sensitive Information or Confidential Information for seven (7) years after expiry of the agreement.

BY SIGNING AND RETURNING THIS ORDER FORM THE PROVIDER AGREES to enter a legally binding contract with the Authority to provide the Service specified in this Order Form together with, where completed and applicable, the mini-competition order (additional requirements) set out in section 2 of this Order Form. Incorporating the rights and obligations in the Call-Off Terms and Conditions set out in the Framework Agreement entered into by the Provider and UK SBS and any subsequent signed variations to the terms and conditions.

For and on behalf of the Provider: -

Name and Title	
Signature	
Date	

For and on behalf of the Authority-

Name and Title	
Signature	
Date	