

DPS FRAMEWORK SCHEDULE 4: LETTER OF APPOINTMENT AND CONTRACT TERMS

Part 1: Letter of Appointment

REDACTED

Attn: **REDACTED**

Dear **REDACTED**

Letter of Appointment

This letter of Appointment dated 8th November 2019, 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.

Order Number:	CCSN19A27
From:	Her Majesty's Passport Office ("Authority")
To:	ESRO ("Supplier")

Effective Date:	11 th November, 2019
Expiry Date:	End date of Initial Period 10 th November 2022 End date of Maximum Extension Period 9 th November 2023 Minimum written notice to Supplier in respect of extension: 30 days

Services required:	The purpose of this procurement is to appoint a Supplier who will provide The Authority (HMPO) with an in-depth understanding of customer journeys that will enable continual tracking and improvement of the experience of customers throughout the Authority's services as well as the impact of any changes which are being considered, or have recently been developed.
--------------------	---

Key Individuals:	REDACTED (HMPO) REDACTED (ESRO)
[Guarantor(s)]	N/A

Contract Charges (including any applicable discount(s), but excluding VAT):	Total Project Cost - £293,537.50
Insurance Requirements	As stated in Terms and Conditions

<p>Liability Requirements</p>	<p>18.2. Subject always to Clauses 18.1 and 18.3, the maximum amount the Supplier can be liable for in respect of all Defaults shall in no event exceed:</p> <p>18.2.1. In relation to any Defaults occurring from the Effective Date to the end of the first Contract Year, the higher of the figure specified in the Letter of Appointment or a sum equal to 125% of the Contract Charges estimated by the Authority for the first Contract Year;</p> <p>18.2.2. In relation to any Defaults occurring in each subsequent Contract Year that commences during the remainder of the Term, the higher of the figure specified in the Letter of Appointment or a sum equal to 125% of the Contract Charges payable to the Supplier under this Contract in the previous Contract Year; and</p> <p>18.2.3. In relation to any Defaults occurring in each Contract year that commences after the end of the Initial Term, the higher of the figure specified in the Letter of Appointment or a sum equal to 125% of the Contract charges payable to the Supplier under this Contract in the last Contract Year commencing during the Term.</p>
<p>Authority billing address for invoicing:</p>	<p>REDACTED Full details of Payment Terms are stated in annex 1 of the Contract Terms and Conditions</p>
<p>GDPR</p>	<p>As per Schedule 7 of the Terms and Conditions</p>

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 Authority 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 Authority 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:

For and on behalf of the Authority:

REDACTED

REDACTED

ANNEX A

Authority Project Specification

1. BACKGROUND TO REQUIREMENT/OVERVIEW OF REQUIREMENT

- 1.1. Her Majesty's Passport Office (HMPO) may be referred to as the Authority throughout this document
- 1.2. The Authority are striving to deliver a world-class customer experience. In the Customer Insight team, they are working to develop clearer and more innovative ways to identify and share insight for the business.
- 1.3. More effective storytelling is core to the Authority's communication plans, and they envisage that capturing customers' attitudes, emotional experiences, behaviours and expectations with a view to improving their existing offer. Aside from improving the customer experience of their current services via in-depth qualitative insight, the Authority also need to understand customer expectations or experiences of any future changes.
- 1.4. The Authority's requirement requires a specialised qualitative agency to conduct research that will deliver detailed knowhow on how to improve the customer experience now and in the future.

2. Customer Experience

- 2.1. Customer Journeys – The Authority is constantly looking to improve and develop customer journeys based on customer insight in order to continually monitor current service performance as well as using them to understand the impact of the delivery of future services. The Authority has recently conducted work to simplify its outputs and gather an overview of the customer journeys for its different application types. Customer journeys are thus not new to the Authority. The Authority knows most of what happens to their customers – they just don't know 'how' or 'why'. The Authority needs to bring customer issues to life with better visual outputs so that they can tell a story about why customer's struggle – the Authority also need to understand 'how' they struggle, showing emotion behind each customer story in great detail where relevant. The Authority need these outputs to influence key stakeholders in their Operations directorate to drive specific tactical changes to improve the customer experience but also with Strategy colleagues to help build the services of the future.
- 2.2. The need is to receive customer journey mapping brought to life in the following areas:
 - 2.2.1. Detail steps of the customer journey which are usually difficult to capture when conducting generic journey work. This may be due to the lack of interaction by our customers with HMPO products and services so that it is hard to get data (e.g. during the realisation of the need to apply for a passport and seeking information about it), lack of real time analysis, or as a result of very specific processes that customers go through and which are hard to capture via regular interviewing.
 - 2.2.2. The Authority needs to understand the detail behind specific steps of the customer journey (e.g. how do people realise they need a passport, what drives the need to contact HMPO, what happens during contact) across different application methods (online, post, check and send and counter) and through different product types (first time applications, renewals, change of name, lost or stolen, replacement, all for adults and children applications).

3. DEFINITIONS

Expression or Acronym	Definition
HMPO	Her Majesty Passport Office/Authority
Customer Journey Map	A detailed diagram or picture showing the steps that customers go through when using our services or purchasing our products as well as the emotions they go through.
Sponsors	A body or employer that is funding an applicant's studies (course fees or living expenses or both) or employment
MRS	Market Research Society
B2B	Business to Business

4. SCOPE OF REQUIREMENT

- 4.1. The scope of this requirement extends to the following:
- 4.1.1. Conduct qualitative research in to customer Journeys through individual projects;
 - 4.1.2. Creation of a report at the end of each individual project to provide the Authority with an understanding of the customer journey and the issues that key customer groups go through.

5. THE REQUIREMENT

- 5.1. The contract will be for a three (3) year term with the option to extend for a further one (1) year.
- 5.2. The aim of the requirement is to provide the Authority with an understanding of the specific steps in the customer journey and the issues that key customer groups go through.
- 5.3. The requirement will be split across six (6) projects as follows:
- 5.3.1. **Customer Journeys**
 - 5.3.2. The Authority requires a detailed understanding of all customer groups with a particular focus on priority customer processes and the journeys of specific customer groups that are deemed to have poorer experience. These are set out below and have been laid out by project:
 - 5.3.3. **Specific steps of the Customer Journey**
 - 5.3.4. Project A – Changing Default Behaviours
 - 5.3.4.1. The Authority needs to improve their understanding of the decision making process in particular at the beginning of the journey.
 - 5.3.4.2. Realisation of the need to apply for a passport. The Authority needs to understand the first thought, or default reaction to better inform their communication about Customer application choices and ultimately drive them to apply for a passport online. What triggers that realisation? Is it buying a flight, for example?

5.3.4.3. What is the architecture of choice? Is there choice paralysis as a result of inertia (using the same method used the last time)? How can the Authority influence choice towards of their online application solutions?

5.3.5. Project B – Application Pain Points and Moments of Truth

5.3.5.1. The Authority needs to understand specific known pain points and moments of truth.

5.3.5.2. Document Gathering: Approaches to gathering documents and getting everything together: In what order do customers do this? Do they try and do it all in one go or do they leave a few days? What preparation is done?

5.3.5.3. Countersignature: Especially thinking about those who don't need it (i.e. straightforward applications), how the Authority can get that message out for that bulk of adult renewals who don't need to countersign but still do (and therefore emphasise the ease of a renewal).

5.3.6. Project C – Reasons for Contact

5.3.6.1. What are the triggers for contact? How do the Authority source information (e.g. gov.uk), communication (e.g. letters) and processes trigger this? How do customers respond to a letter? Where do they find the phone number to call?

5.3.7. Customer Journeys of Specific Customer Groups

5.3.8. Project D – First Adult Passport

5.3.8.1. This is a transitional group who have already had a UK child passport, but this is their first adult application. Who applies for a passport (their parents)? What difficulties do young people encounter? Whilst they may have digital skills, do they lack experience of bureaucracy processes?

5.3.9. Priority Services

5.3.9.1. The Authority need to understand customer expectations of each priority service and clearly define the future customer journey for each service and the look and feel of these as they are redeveloped. These services include all those whereby the Customer has opted to pay more than the standards passport fee, either for an expedited or guaranteed delivery date or for a larger passport.

5.3.10. Project E – Counter Services

5.3.10.1. What do these look like in a new digital world? How do the Authority offer premium options for customers which suit their needs but also deliver on the Authorities digital aspirations as a business?

5.3.11. Project F – Frequent Traveller Passport

5.3.11.1. The Authority need to increase its awareness of the larger passport option as indicative data suggests that many do not know it exists. As air travel is so common and inexpensive, customers may benefit from more pages within their book. The Authority will need to understand more about those who do currently buy this product and who will be interested from those who currently don't.

5.4. The Authority requires that through work completed as part of each project, new potential propositions will be conceived and will therefore also be tested. There will therefore need to be some flexibility about projects – this could involve replacing one project with another, or embarking on new projects as new concepts are discovered.

- 5.5. The presentation of outputs shall be mainly visual. The use of illustrations is optional however visual alternatives will be required.
- 5.6. The outputs of each project must utilise the Authority's branding. The outputs shall be utilised for internal use by the Authority.
- 5.7. The project will predominantly focus on UK customer. However there may be a need to include international customers.
- 5.8. As part of their sampling selection, the Supplier must include participants of all protected characteristics where feasible.
- 5.9. Some projects will be run concurrently. The Supplier shall ensure that they have the resource available to ensure that this is achievable. During the Contract Inception Meeting the detail and sequence of the projects will be discussed.
- 5.10. Although the each project has been set out individually, it is expected that the Supplier will identify efficient ways of working with the potential to run two or more projects together, for example, where customers can be joined together to test a number of proportions.

6. KEY MILESTONES AND DELIVERABLES

- 6.1. The following Contract milestones/deliverables shall apply:

Milestone/Deliverable	Description	Timeframe or Delivery Date
1	Contract Inception Meeting	Within two (2) weeks of Contract Award
2	Completion of each individual project	Within three (3) months of project commencement

7. MANAGEMENT INFORMATION/REPORTING

- 7.1. Over the duration of the contract and for the duration of each of the projects, the Authority will expect at the end of each project the provision of an Executive summary with key Insights and recommendations. This will take the form of a PowerPoint (or equivalent) with no more than 20 slides sent to the Customer Research and Insight team.
- 7.2. As part of the Authority's customer journeys programme, the Authority shall require continuous learning with a view to ensure continuous improvement. If there are obvious necessary improvements, these shall be communicated as soon as possible to the Customer Research and Insight team so that an issue is solved quickly, rather than waiting for a report. It is important that agile work methods are used and that the Authority seeks to build their understanding in real time throughout each project, rather than simply at the production of a full report at the end of each project.
- 7.3. The Supplier in collaboration with the customer insight team shall be required to work with the Authority's operations, customer excellence, customer champions, customer strategy, and digital teams to help them identify the root cause of customer issues identified in the research. This shall be in the form of regular workshops or consultations with our colleagues – always agreed with and working in collaboration with the customer insight team. The Supplier will be expected to run workshops with the Authority's stakeholders to share findings and recommendations and workout solutions with said stakeholders. The Supplier shall be required to run one (1) workshop per project.
- 7.4. The Supplier will need creative ways of visualising project outputs, including customer journey illustrations brought to life, in a variety of ways. Specifically, outputs that can bring emotion,

not only information, are preferred. The Authority envisage illustrations (e.g. Cartoon illustrations, infographics) that will tell a story about how customers use our services, how they benefit from them and what difficulties they find.

8. VOLUMES

8.1. The initial requirement is for six (6) projects as identified within Section 6. However over the period of the contract; the priority or type of project might change therefore there could be an increase or decrease in the number of projects requested

9. CONTINUOUS IMPROVEMENT

9.1. The Supplier shall be expected to continually improve the way in which the required Services are to be delivered throughout the Contract duration.

9.2. Changes to the way in which the Services are to be delivered shall be brought to the Authority's attention and agreed prior to any changes being implemented.

9.3. Any proposed changes to the Authority's processes to resolve issues as identified within the research shall be outlined in a report that identifies must include detail around the following:

9.3.1. The area affected by the change;

9.3.2. The change proposed;

9.3.3. The rationale behind the change, outlining any benefits;

9.3.4. Any potential risks that the Authority needs to be aware of.

10. QUALITY

10.1. The Supplier must abide by the MRS code of conduct throughout the delivery of this Contract.

11. STAFF AND CUSTOMER SERVICE

11.1. The Supplier must provide a sufficient level of resource throughout the duration of the Contract in order to consistently deliver a quality service when potentially being required to run various project simultaneously.

11.2. The Supplier's staff assigned to the Contract must have the relevant qualifications and experience to deliver the Contract to the required standard. The Authority requires that the staff responsible for the project shall be MRS accredited. The Supplier's staff must have had commercial research experience in a B2B services industry, such as utilities, financial services and delivery.

11.3. The Supplier must ensure that staff understand the Authority's vision and objectives and must provide excellent customer service to the Authority throughout the duration of the Contract.

12. SERVICE LEVELS AND PERFORMANCE

12.1. The Authority will measure the quality of the Supplier's delivery by:

KPI/SLA	Service Area	KPI/SLA description	Target
1	Project Management	Contract Inception Meeting: Within two (2) weeks of Contract Award	100%
2	Service Delivery	Completion of each individual project: Within three (3) months of project commencement	100%

- 12.2. The Supplier must provide a robust escalation procedure to help resolve any issues that may arise within project delivery. This will include the provision of a dedicated senior point of contact who can deal with and resolve such issues.
- 12.3. The Authority will maintain a record of Supplier adherence to the agreed service level and performance timelines. Any non-adherence will result in performance review meetings between the Authority and the Supplier, to provide a full debrief and explanation as to why the service level agreement was not met. Improvement plans will also be established during these meetings.
- 12.4. If The Supplier falls below the required targets for two (2) consecutive months, they shall be expected to work with the Authority through monthly meetings to rectify the situation.

13. **SECURITY AND CONFIDENTIALITY REQUIRMENTS**

- 13.1. The Supplier must guarantee that all material used in the research will be treated as entirely confidential and that the anonymity of all parties involved will be preserved entirely. The Supplier must store and process all data collected via the research in a secure manner, with reference to the Customer Security Reference Document.
- 13.2. The Supplier must provide information detailing their compliance with GDPR. This shall include but not be limited to, the security measures employed by the Supplier where personal data is stored (physical and digital measures); the policies and procedures in place to support the facilitation of GDPR compliance; the training provided to staff and its frequency, the ability to comply with individual's rights under GDPR and the general compliance with the Data Protection principles listed under Article 5 of the GDPR. The above details can be supplied as a single 'GDPR compliance statement' or be incorporated and clearly marked as GDPR compliance measures within the appropriate section of the tender submission. See Schedule 7.

14. **CONTRACT MANAGEMENT**

- 14.1. The Supplier must provide fortnightly project up-dates to the Authority. However these must be held weekly during recruitment and fieldwork. Project up-dates are likely to be conducted via telephone.
- 14.2. The Authority will assign a contract manager to the project, they will be the central point of contact throughout the duration of the work. They will be the first point of contact for project management or in the case of any potential disputes, with support from the Authority's other senior officials as required.
- 14.3. The Authority require regular weekly email or telephone contact with the Successful Supplier throughout the project in order to receive updates on the progress on the projects. Larger face-to-face review meetings will be held quarterly to consider the progress on the project as a whole.
- 14.4. Attendance at Contract Review meetings shall be at The Supplier's own expense.

15. **LOCATION**

REDACTED

ANNEX B Supplier Proposal

Delivering a world class customer experience

The Supplier must work collaboratively with the Authority to agree the focus and scope of each project. This must involve understanding the Authority's start and end point for the project (e.g. what's already been done, what the immediate needs are and what the longer-term ambitions could be). It

<p>Project A Changing default behaviours</p> <p><i>Understanding how passport applications are triggered and what can be done to shift people towards digital application.</i></p>	<p>Project B Pain points and moments of truth</p> <p><i>Better understand customer behaviours around known pain points including document gathering and counter signature.</i></p>	<p>Project C Reasons for contact</p> <p><i>Exploring how and why people choose to get in contact with HMPO – and what the triggers and motivations are for this.</i></p>
<p>Project D First-Adult passports</p> <p><i>Understanding the passport application journey for individuals who are transitioning from child to adult passports.</i></p>	<p>Project E Counter services</p> <p><i>What's are customer needs around counter services and how could these be meet in a digitally efficient manner?</i></p>	<p>Project F Frequent traveller passport</p> <p><i>Exploring awareness, motivation and barriers to purchasing a frequent traveller passport</i></p>

will also be vital to factor in the existing data the Authority holds, as this will help to identify gaps.

Reflections on 'types' of project within the Contract

The Supplier shall distinguish between three types of research approach: exploratory journey

	<p>1. Whole journeys Journey tracking / exploratory research across various touchpoints to get a holistic and complete understanding of individual experience (E.g. types of passport, different routes taken for application, what support was sought)</p>
	<p>2. Journey stage deep dives Detailed research into a specific journey touchpoint(s), to understand behaviours and needs at that specific point across a wide range of applicants</p>
	<p>3. UX testing Tactical UX research / exploration of specific prototypes which can be used to develop and refine service or product experience</p>

tracking; deep dives into specific journey touchpoints; and tactical UX research.

The Supplier shall develop a 'menu' of methodological options, with a guideline cost to help the Supplier plan how best to allocate the total budget to achieve the whole contract objectives. Furthermore, each of the different types of projects has specific technical (e.g. recruitment, methodology, time lines) and resourcing requirements which have been factored into the Supplier's approach.

Selecting the 'right' methodologies for each 'type' of project

Below are The Supplier's approaches for this project:

Level 1: Journeys	
 <p>Written diaries</p> <p>Digital diaries</p> <p>Telephone /skype Interviews</p> <p>Face-to-face Interviews</p> <p>Recording people's screens/ app usage</p>	<p>Real-time methods (e.g. diaries) capture people's behaviour and reflections as and when things happen. This removes issues of poor recall and allows the Supplier to understand what's happening in real-time, as well as giving a sense of the timings of events (e.g. how long does it take it fill in an application, wait time, etc)</p> <p>Making the diaries easier or more fun to fill in will produce better data from respondents. For example, WhatsApp chats help to normalise diary keeping and enable probing. Alternatively, The Supplier has found that sticker books feel rewarding to engage with and can encourage greater compliance.</p> <p>Diaries can add scale and help the Supplier to extend the reach of the research (i.e. lots of people can do them at one time). If done well, they can help to capture how people feel at any given time and they can be used as a prompt to collect visual evidence / video material to help with analysis and storytelling.</p> <p>Telephone/Skype interviews will be a practical way to regularly catch up with individuals who live across the UK (or individuals applying for a UK passport from overseas). They could be carried out at key moments in people's journey (e.g. when choosing passport to apply for, when having just submitted an application, when having received a decision) or at regular intervals to understand what has changed in a certain timeframe (e.g. every four weeks).</p> <p>Face-to-face interviews enable researchers to build rapport with respondents (especially with those who are more vulnerable or have additional needs) and enable more detailed data collection.</p>
Level 2: Deep dives into specific moments	
 <p>Telephone/skype interviews</p> <p>Face-to-face interviews</p> <p>Intercept / in-situ interviews</p> <p>Video/written activity</p> <p>Screen record</p>	<p>Depending on the journey stage, there are a wide range of techniques that could be used to conduct 'journey stage deep dives'.</p> <p>It was unclear in the Customer Project Specification whether the Authority could potentially help with recruitment (e.g. identifying individuals in specific circumstances or providing lists of applicants who have opted in for research participation). The way in which the Supplier recruits participants could make a big difference to how they approach deep-dive research.</p> <ul style="list-style-type: none"> • There may be opportunities to carry out intercept/in-situ interviews in passport application centres/counter services, if appropriate, thereby enabling researchers to capture quick reflections from a large number of people. Being in a real life setting can also give researchers clues as to how people are interacting with their environment, what they're looking at, and the nature of interactions with staff which can reveal pain points respondents may not articulate. • It might be helpful to observe the Authority's staff or shadow specific processes. For example, on Project C 'Reasons for Contact' it could be beneficial to do some call-centre shadowing or call listening. • The Supplier's shall regularly conduct 'hypotheses amnesty' sessions with frontline and/or HQ staff which can help to surface questions and assumptions about the research objectives. • A potential challenge for this research is the wide-range of geographic locations that applicants reside in. Telephone/Skype interviews allow

	<p>for scale, reaching a large number of respondents in a time-efficient manner.</p> <ul style="list-style-type: none"> • Short surveys might be a useful tool to scale up data around specific issues. For example, on Project a ‘Triggers for application’, a short survey could be used to scale up triggers that have been identified in the qualitative research. • Face-to-face interviews are effective for gathering large amounts of rich data. This will involve spending between 1-3 hours with respondents to, for example, understand their background and motivations for applying for a passport, expectations and worries about the process. They also allow researchers to probe particular areas of interest (e.g. specific guidance the respondent requires). These will be helpful for any UX testing research, anything that involves co-design or creative development or where the subject matter may require a lot of probing (e.g. retrospective journey mapping). Face-to-face interviews may also be more appropriate for individuals who are more vulnerable or have accessibility requirements. • Stimulus shall be used in interviews to explore certain areas further or to test certain propositions (e.g. new types of comms). The Supplier have developed effective ways to increase engagement with stimulus in both face to face and telephone interviews (see below). • It may be beneficial to set respondents short activities related to a particular stage of the journey, e.g. asking respondents to record a video of them reading through any comms they are looking at when deciding which passport to apply for, or to ask them to screen record their web browsing when looking for information.
Level 3: UX testing	
 <p>Screen record</p> <p>Shadowing</p> <p>Lab studies</p> <p>Telephone/skype interviews</p> <p>Focus groups</p> <p>Co-design sessions</p>	<ul style="list-style-type: none"> • There are many ways to ‘test’ experiences or products, ranging from artificial (setting a task in a lab) to natural (asking respondents to screen record (PC, tablet or smartphone) while they are doing an activity they will normally do in their own home). • There is a spectrum of potential methods that sit in between these extremes, including shadowing respondents doing certain activities in their real-life setting (e.g. being with them while they use the website) or carrying out a Skype interview, where the respondent shares their screen or talks us through their experience • Which method the Suppliers choose will depend on the nature of the testing, number of people, their location and need for highly structured data • More natural methods will minimise research effects and provide an insight into behaviour uninfluenced by other factors • The Suppliers have utilised screen-record in a number of projects (REDACTED) – enabling them to view online behaviours and experiences in real time • It may be beneficial for the Supplier to carry out co-design workshops with respondents – working with people to develop ideas which could then be worked up into prototypes for later testing.

Initial methodological recommendations for each project

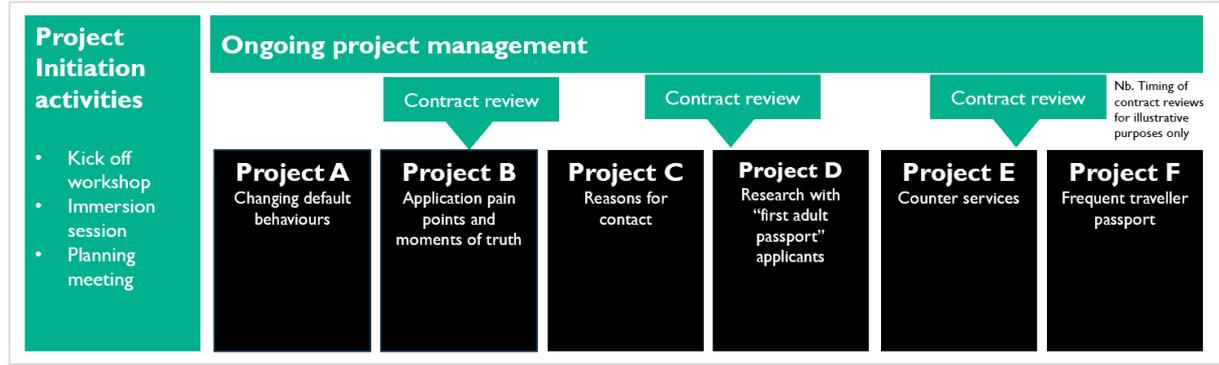
The Supplier have built project objectives around each of the projects described in the Authority Project Specification, and started the process of thinking through and making recommendations about methodological approaches. The examples below are starting points and The Supplier shall discuss and refine these approaches with the Authority.

REDACTED

Ensuring effective collaboration with the Customer

This contract will benefit from both collaboration upfront (understanding the starting points of each project, understanding the Authority’s current journey maps) plus effective ongoing project management and regular catch up meetings between the Authority and research teams (sharing initial findings, discussing opportunities, communicating risks etc).

The Supplier have included time for contract initiation activities at a contract level and within their costs for each project, as well as overarching project management and contract review meetings across the three-year contract term.



How the Supplier shall go about designing and delivering each individual project
Example project flow

For each individual project, the Supplier have costed to include a range of activities that must ensure they are able to design the research effectively and collaborate with the Customer across the process. All items in the blue boxes are standard items which shall be on any project commissioned as part of the call-off contract.

Set-up	Deep dive into current behaviour and experiences	Delivery
Kick off workshop <ul style="list-style-type: none"> Clarifying objectives and scope Desk research (free) <ul style="list-style-type: none"> Collating current guidance & good practice from other sectors Research material development Recruitment, screening and scheduling	Ongoing analysis (see analysis section) Immersion session with HMPO (and stakeholders) <ul style="list-style-type: none"> Sharing and discussing key pain points and opportunities Regular project management updates (e.g. weekly calls or email updates)	Agreed project deliverables (e.g. 20 slide PPT presentation) Debrief presentation Project review / wash up

Ensuring effective use of stimulus

The Supplier must test prototypes and stimulus in a variety of states of development across the project. For example, working with concept or proposition statements, lo-fi prototypes, html/interactive prototypes. Each project will present unique challenges – for example researching price is always challenging and requires a number of different techniques to understand ‘willingness to pay’ and the ‘value’ of different options to individuals (e.g. mock-up landing page, prompt cards with key benefits to enable sorting/prioritisation exercises etc). The Supplier has capability in-house to support with design and production of stimulus (e.g. animators, illustrators, graphics teams, digital developers etc).

It may be necessary for this project to conduct some stimulus testing remotely which can be challenging (e.g. via Skype), but it is something the Supplier’s research team have overcome. The

Supplier's research team are happy to lead on and/or collaborate with client teams on stimulus design.

Creating both project-specific and overarching deliverables

The Supplier must deliver specific deliverables for each project (e.g. capturing more detailed feedback that's useful directly to the team working on that issue) and will create an overarching set of deliverables which are useful to the wider organisation.

The Supplier has an in-house film, animation and graphic design team who are skilled at producing high quality, engaging deliverables.

It's important to note that The Supplier must not need to wait until all the project-specific deliverables are finalised to begin work on the overarching deliverables set.

Identifying Participants

The Supplier's approach to recruitment and participant identification

the Supplier must use innovative recruitment techniques, including place-based recruitment and intercepts that might be helpful for recruiting audiences such as those using counter services (e.g. in a hurry or who may have varying amounts of time).

Recruitment strategies

The Supplier must use a range of recruitment strategies across the different projects.

Free-find recruitment – Free-find recruitment options could be helpful for finding individuals before they have started their passport application journey, or sponsors.

List recruitment – The Supplier regularly use client lists to recruit from. There are a number of other strategies that the Supplier may deploy in order to access appropriate groups.

Opt-in to research – On projects such as Project C 'Reasons for contact' it may be helpful for the Authority's call centre staff to help recruit individuals by asking individual permission to take part in research at the point of their call-in.

Intercept recruitment – Intercepts or 'place-based' recruitment could be a good way of either conducting the research or recruiting individuals for follow-up interviews—for example, for the counter services project or if the Supplier are interested in recruiting first adult passport applicants who have had a passport interview (e.g. recruiting at a The Authority's customer service centre).

Screening survey – It might be helpful to run a screening survey of recent applicants—for example, to identify people who have called or considered calling the call centre during their passport application.

Using 'potential' applicants or non-applicant proxies – For some of the projects it might be helpful to recruit potential future applicants (e.g. for Project F 'frequent traveller passport').

Sampling and Recruitment Considerations

Developing a sample Selection

Each project will have a wide range of different sample considerations, which the Supplier shall develop at kick-off and finalise after their initial hypotheses amnesty and desk research activities.

Specific variables the Supplier shall require discussions will include:

- **Authority's segmentation** – The Supplier wishes to understand more about past research the Authority has done (e.g. Segmentation) and the potential to use this as a screening and sampling tool for this research.
- **Demographics** – Including age, gender, ethnicity, SEG
- **Frequency of travel** – Travel confidence and frequency of travel will likely play a role in people's attitude towards passport administration (e.g. urgency, familiarity with travel-related administration)
- **Personal situation** – Individuals whose administration status is uncertain or complex may have particular challenges around passport applications – for example 'looked after children', or individuals who are transitioning from one gender to another.
- **Geographic location** – Including urban vs rural, proximity to the Authority's Customer contact centres, proximity to Post Offices
- **Passport / user type** – Across the projects outlined (unless specifically stated), the sample needs to cover all types of users.
- **Stage in passport application / user journey** – Needs to be relevant to the specific project with wider or more targeted focus as needed.
- **User needs** – Likely to align with passport / user type, but important to get specific audiences who have a need that aligns with the project type.
- **Digital literacy** – Given that a many of the project objectives are around transitioning people to digital application methods, careful consideration needs to be given to recruiting individuals who are less confident with digital tools (e.g. people who are smartphone only internet users).
- **People with additional needs** – In understanding the wider journeys and experiences it will be important to include people with a wide range of additional needs. Some additional needs may be more relevant for different projects—for instance, within communication, testing people with reading and hearing impairments may be more relevant to the method than, for example, people with other physical disabilities.

Experience and ability of respondents – In certain situations / with certain sample groups it will be important to ensure the Supplier have people who have variable levels of existing knowledge and skills.

Sample size considerations by type of product

Below the Supplier have outlined some specific considerations they will take into account in the context of each of the proposed research projects, and initial suggestions and rationale for sample sizes.

	Project specific sample considerations	Recruitment considerations	Sample size considerations
Project A Changing default behaviours	<p>Based on our assumptions about the brief, we believe the ideal target audience for this project are people who are about to realise they need to apply for their passport. However, it will be difficult to recruit them for the research without the research invite inadvertently becoming the trigger.</p> <p>As such, we propose to study triggers retrospectively by mapping reported triggers across a range of groups. By starting the research process with a client hypotheses amnesty workshop we've seek to build a draft long-list of known or hypothesised triggers – which we'd seek to ensure a range of across the sample (e.g. booking holiday, being in the Post Office, renewing other documentation etc).</p> <p>We propose the sample is skewed towards individuals who feel less confident applying online – as ultimately the research is being used to prompt switching to online application methods. These could mean smartphone only internet users or those who are less confident making online transactions.</p> <p>We'd recommend considering inclusion of people with accessibility requirements or who may use assistive technology to complete digital applications.</p>	<p>As currently proposed, recruitment for this project could be achieved through lists provided by UKPO or by free-find recruitment of individuals who have recently completed their passport application.</p> <p>Alternative recruitment channels could involve intercept interviews at Post Offices or other places where people might be 'triggered' to thinking about passport renewal (e.g. airports).</p> <p>We've considered the potential to include a survey of recent applicants to understand frequency of different triggers and potentially find additional ones .</p>	<p>A typical project of this nature would be between 20-40 participants. We've costed for n=20 participants + a simple survey to scale findings and an element of intercept recruitment at application touchpoints (e.g. Post Office)</p> <p>If we were to include additional UX testing stages, the sample would typically be 15-25 participants.</p>
Project B Pain points and moments of truth	<p>Given the focus on early application pain points, the ideal sample would be individuals who are currently making a passport application. However, there is a risk that tracked respondents don't experience the full range of –known pain points within their application.</p> <p>One solution might be to focus on individuals who are more likely to experience problems based on UKPO data and existing insights. For example, individuals who are living in centred or temporary accommodation and might struggle to access their documentation.</p> <p>Another alternative would be to include individuals who have made mistakes on the applications.</p>	<p>Free find recruitment may be the best way to find individuals currently making a passport application, who can be tracked across their initial journey stages.</p> <p>If we are looking for individual with specific situations such as care-leavers another recruitment option is working with third sector support organisations.</p> <p>These individuals could be screened for potential risk factors that might mean they will be more likely to experience pain points around finding documentation and countersignature (e.g. living in temporary accommodation, estranged from parents, recently released from prison)</p>	<p>Given the project covers two known pain points we'd ideally like the sample to be between 20-40 participants, with a skew towards individuals who are more likely to experience problems.</p> <p>If we were to include additional UX testing stages, the sample would typically be 15-25 participants.</p>
Project C Reasons for contact	<p>In addition to the variables we'd consider for all the projects, specific sampling considerations may include:</p> <ul style="list-style-type: none"> • Different reasons for contacting call centre • Different stage of application • Demographics • Whether query was resolvable by phone (e.g. was call successful) 	<p>Our ideal method of recruitment is via HMPO lists, where we opt-in respondents who have made recent contact with the customer service centres.</p> <p>Alternatives could be explore if this isn't possible.</p>	<p>A typical project of this nature would be between 20-40 participants, possibly more depending on the sample specification.</p>

Looking after respondents

<p>Project D First adult passports</p>	<p>From the brief, the core focus of the target audience is individuals who currently hold a children's passport and are looking to transition to an adult passport. This could be anyone aged 16-18, or indeed someone older whose child's passport had time left to run when they turned 18.</p> <p>Specific to this project, it will be interesting to include young people in a range of different living situations (e.g. students,</p> <p>Range of different living situations (e.g. living independently, living at home) To include people with more complex situations and/or additional needs. (For example children living in care, adopted children, individuals who are transgender)</p>	<p>Free-find recruitment may be the best way to identify this target audience. (NB We would need to consider how much the research recruitment process itself may be a trigger to beginning the application. For example, simply being asked if you are going to apply for an adult passport, might encourage it to happen. We'd need to consider whether or not to include these recruits)</p> <p>There may be an option may to recruit via HMPO is research opt-in is possible and details can be shared. There is also potential to recruit applicants pre- or post-application interview via intercept at HMPO customer service centres.</p>	<p>The size and scale of the proposed journey mapping project would vary by the priority target audiences to be included. We've currently assumed this project would mainly focus on young people transitioning to their first adult passport.</p> <p>As with all tracking projects it's important to get the balance of depth and breadth right – and we've currently proposed multiple data collection points for each participant (including both remote data collection, telephone interview and face to face).</p> <p>We've currently costed for a project with 10-15 participants.</p>
<p>Project E Counter services</p>	<p>We'd want to ensure the sample covered a wide range of priority counter service users. (e.g. lost/stolen passports, premium services)</p> <p>It may be important to ensure we include people living a range of different distances away from the counter service (E.g. travel time, convenience)</p>	<p>Possibly intercept interviews or intercept recruitment are the best way to recruit counter service users. Recruitment activities could take place at any one of the HMPO Customer Call Centres (Belfast, Durham, Glasgow, Liverpool, London, Newport, Peterborough)</p>	<p>The sample size for this priority target audiences for this project is likely to vary by method – in particular whether short intercept interviews will meet the objectives or longer follow-ups are required.</p> <p>Our research teams regularly conduct intercept interviews and often achieve between 15-25 intercepts per day (depending on throughput and target audience)</p>
<p>Project F Frequent traveller passport</p>	<p>This project has obvious requirements to sample for people who travel regularly, particularly to countries involving physical visas and/or entry/exit stamps (e.g. Russia, USA, Asian countries).</p> <p>It may be important to consider people travelling for different reasons (e.g. business or leisure traveller) – and those who have different patterns of travel (e.g. people who travel in bursts for example gap year travellers, but people who have regular travel commitments such as those with a long-distance relationship)</p> <p>People who have had frequent traveller passports before.</p>	<p>Recent applicants of frequent traveller passports could be potentially recruited via HMPO list / research opt-in (if this is possible)</p> <p>Potential future applicants could be recruited through free-find recruitment.</p>	<p>The sample size for this project would ideally be around 15-35 respondents.</p>

The Supplier's typical approach to recruitment and respondent management

Keeping respondents engaged Tracking whole journeys will rely on keeping respondents engaged over a longer period of time. Strategies the Supplier will use to maximise respondent engagement include having a single researcher as a dedicated contact for each respondent and investing time in initial contact with the respondent, ensuring the project and their contribution is explained, building rapport, making them feel valued (e.g. by positively acknowledging every submission/contribution they make).

Effective list recruitment Data protection is one of their highest priorities. Once the Supplier has received the data, it must be stored securely, password protected and only accessed by selected team members according to their data protection policies.

- **Reviewing and cleaning the data in the list** All list recruitment is dependent on the quality of the original data. Cleaning the list and ensuring categories are consistent is important, especially when different data sets are compiled into one. The Supplier must review lists early on in the project to ensure the list is workable for the rest of the recruitment.
- **Double screening** Given that the accuracy of information on lists cannot always be guaranteed, and that there may be more information the Supplier wants to gather to assess suitability for the research, the Supplier will always double screen potential respondents. Before starting recruitment, the Supplier must be clear on what information they want to capture and design screening questions accordingly to inform subsequent sampling decisions.

Ensuring informed and ongoing consent Because of the sensitive nature of the information being discussed, the Supplier will ensure respondents know how their data is being used and are happy with its handling throughout the project. The Supplier must do everything we can to minimise any respondent anxiety and must fully respect their right to withdraw their consent at any time before, during or after the interview. Respondents must be reassured that their data is confidential at each stage of the recruitment and interview process. However, in the event of a disclosure, such as in the unlikely event that there is evidence that we believe that their passport was granted under false evidence submitted by them, the Supplier must discuss the appropriate response with the Authority.

Ethics → The Supplier must conform to the MRS code of conduct, GDPR guidance, the Authority's ethical framework for engagement with people in vulnerable circumstances and the Civil Service Code. The Supplier is happy to work with the Authority to develop a comprehensive set of ethical considerations for this project and to agree on protocols for each aspect of the research process.

Ensuring Participants' data is protected The Supplier has strict processes for keeping respondents' data safe and secure at all stages of the project. For all projects the Supplier will conform to the MRS guidance and GDPR guidance in relation to how they collect, store and process data about respondents.

Analysis

Making the most of investment in research to help drive change.

Thinking about Analysis within the Authorities Contract

The way the Supplier have structured the project which means that the focus of their analysis time will be delivering project-level findings. However, the Supplier also care about extracting and re-purposing findings to answer wider questions, which is why they will use a smaller project team and why they have put in a place an account manager who will be present at all analysis sessions (which will help with continuity should multiple teams be required to work on a project). There is also the specific opportunity to develop more universal findings as part of the proposed 'overall deliverables' package.

Specific techniques the Supplier uses during analysis processes

The Supplier has a multidisciplinary team who bring their specific expertise and experience to analysis across projects and topics.

How analysis varies by level of project

The Supplier have begun to map out project specific analysis considerations based on their understanding of the project briefs.

	Research objectives	Project specific analysis considerations
Project A Changing default behaviours	<ul style="list-style-type: none"> Understand the different triggers for passport application or renewal Understand how these different triggers impact choices about application route Identify ways in which 'trigger moments' could be used to help nudge applicants to apply online 	<p>The analysis for this project needs to focus on understanding default behaviours and the factors which influence behavioural outcomes. We propose developing a draft behavioural model at the start of the project, which we'd refine and develop during initial workshops with clients and re-visit at regular intervals across the fieldwork.</p> <p>We'd recommend using the B-MAP tool developed by Stanford University as a central part of our analysis process. In our experience, B-MAP, when combined with UCL's Behaviour Change Wheel can be particularly powerful when it comes to identifying ideas for new behavioural interventions.</p>
Project B Pain points and moments of truth	<ul style="list-style-type: none"> To understand in granular detail the behaviours around specific pain points To map moment-by-moment decision making To understand how people follow the instructions, guidance and tools To identify strategies to overcome problems 	<p>Given both document gathering and countersignature are known pain points, it's really important that this research both builds on what's already known and but also delivers new insight.</p> <p>Across both subjects we'd recommend considering using decision making analysis tools. These tools help to map out how and why people make the decisions they did across a journey, helping to bring clarity around the factors which influenced the outcome and how/when an intervention might have made a difference.</p> <p>We believe it will also be interesting to conduct comparative analysis between 'bright spots' (e.g. people who do well) and 'deviants' (e.g. people who make mistakes). These outliers will help to reveal a broad spectrum of different approaches to the issue and enable us to learn more about individual strategies.</p>
Project C Reasons for contact	<ul style="list-style-type: none"> Explore the reasons for customers seeking to contact HMPO Explore choice criteria and motivation for using different channels Understanding sources of information and triggers for communication 	<p>Across all the projects we will be exploring unmet needs, motivations and pain points. This project will be particularly focussed on these areas – helping to reveal both the stated reasons why someone makes contact with HMPO, but also the 'root causes' of that behaviour.</p> <p>A potentially interesting angle for analysis might be an 'asset-based' approach – which looks at how we can enable people based on 'what they already have', rather than focussing on 'deficits'. From our perspective the two approaches could lead to quite different solutions – for example, reassuring people that what they are thinking is right (even if it is only a small part of the story) vs. trying to communicate everything that an individual might need to know to ensure they have 'full understanding'.</p>
Project D First adult passports	<ul style="list-style-type: none"> To understand the experiences of those applying for their first adult passport To explore roles around the application process (E.g. the individual themselves vs. parents/care-givers) To understand triggers, motivations and pain points throughout the journey 	<p>Project D is a journey mapping project, which will involve breaking down the experience of individuals into a number of steps – and understanding the behaviours, emotions and barriers at each and every step.</p> <p>We work on journey mapping extensively and are aware that journeys may not be linear – and that capturing this level of data can be extremely important in helping to reveal pain points or frictions within the journey.</p> <p>Data triangulation is a core part of our approach. In practice this means ensuring that we are not just relying on what an individual says, but also validating and challenging their testimony with data gathered from other sources. For example, on a recent project for the Foreign and Commonwealth office, respondents were often sure they hadn't received a specific bit of information but on further review our research teams could find it within the documents they had received. By triangulating the data we can be more specific about the innovation opportunity – in this case, that the message didn't stand out or wasn't remembered, rather than it wasn't technically received by the individual.</p>
Project E Counter services	<ul style="list-style-type: none"> Understand customer expectations around counter service for different situations (e.g. premium applications, lost/stolen) Explore ways in which digital could drive efficiency and/or improve customer experience Identify barriers and frictions to digitising different aspects of counter service 	<p>In order to understand the potential role for more digitised counter services it's important to start with customer needs – and particularly unmet needs, where digital can clearly add value. By starting with needs and pain points, we can avoid relying on customers coming up with 'ideas' (which may or may not be suitable or practical).</p> <p>It's our understanding the counter services support a range of different customer groups and people in quite different situations. From an analysis perspective it will be important to untangle whether there are any universal needs and what needs are customer group specific.</p>
Project F Frequent traveller passport	<ul style="list-style-type: none"> current (and potential future) buyers of the frequent traveller passport Understand decision making criteria and barriers around purchase Explore how well the frequent traveller passport is currently communicated and positioned to customers (e.g. benefits, clarity, value) Develop and Innovate on propositions to test 	<p>The barriers to getting a frequent traveller passport might be for any number of reasons – for example lack of awareness, lack of consideration, lack of perceived benefit over other options etc. Like Project C, mapping out how and why people make a decision to get a frequent traveller passport (or not) will help UKPO to better understand what kinds of intervention may make a difference.</p>

Presentation of Findings

The Supplier's work is more powerful when it's well communicated, and they have built in-house capability to ensure high-quality deliverables

About the Suppliers

In-house, The Supplier employs a number of staff who either work specifically on deliverables production or support with training and quality assurance around project delivery.

- In-house writer and editor (**REDACTED**) supports the team to get more from their written communication. The Supplier have similar support available around photography, graphic design and strategy.
- Five-person film production team includes animators, videographers, photographers, editors and 360 film production specialists.

The Supplier thinks of their delivery in layers (distilled insights that have been packaged for ease; detailed deliverables which have been packaged for those who need more granular insights and access to raw data).

Key principles that inform The Supplier's approach to deliverables:

1. **Planning ahead is vital** – In particular, thinking about intended target audiences, their attention span and what they absolutely need to hear.
2. **Empowering and enabling internal teams to own data** – helping internal teams to buy into the research process and experience data with their own eyes (e.g. by coming to fieldwork or an immersion session) can help to activate research findings and ensure they are more 'sticky'.
3. **Designing customer journeys** – recognising that there is no 'best' way to deliver a customer journey and that each journey project will have specific considerations which will require design thinking and a personalised approach.
4. **Layered delivery** – ensuring the key messages are clear and powerfully communicated, that granular details are not lost and that teams have appropriate access to raw data.
5. **Making active choices about production values** – it can be easy to mistake 'slick' for powerful.
6. Throughout The Supplier's projects they collect a huge range of assets – language people use, photos, selfie-videos – which can help to give options around the style of production.

The Authority's need for deliverables

The Authority is looking for a collaborator who will help with both research insights and communication. As part of the Supplier's approach to the contract, they've submitted two different approaches toward deliverables – 'within project deliverables' and 'overall deliverables' Such as:

- It will be important to try and capture cross-project learnings in a useful, coherent and clear way
- Detail that is interesting at a project level, may not be the most engaging at a whole organisation level

The Supplier's approach to deliverables production

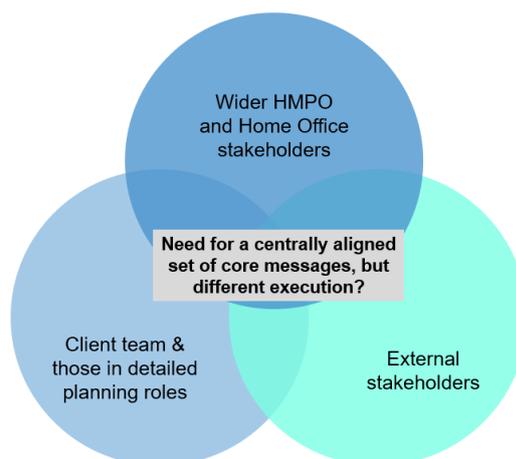
There are a number of key elements to the Supplier's approach to deliverables production for this contract that will ensure maximum impact and usability by the Authority:

1. Planning ahead
 2. Empowering internal teams to own data
 3. Designing customer journeys tailored to client need
 4. Deliverables with different layers of detail
-

Planning ahead is vital

This piece of work aims to influence a wide range of stakeholders from a number of different teams within the Authority, and the reality is that only a well-planned and carefully executed set of deliverables – of many different types – will lay the foundation for both the practical and strategic change that is desired from this contract.

The Supplier know that there will be a wide range of internal stakeholders and audiences for this contract, and a key priority over the course of the contract will be ensuring the deliverables meet the needs of the core Authority team, as well as others within the wider organisation, and any external audiences if necessary.



Using client’s branding vs. ours (or a newly designed 3rd option): The decision over the visual direction of outputs is something The Supplier will consider at planning stage, especially if some deliverables will be put into the public domain. The Supplier have worked across all scenarios from fully client branded to fully RR branded with points in between - including a neutral co-branded style developed specifically by the in-house graphic design team.

The Supplier’s typical planning process

Deliverables planning starts at the beginning of every project, with discussions about the key audience(s) for the work and any secondary objectives there may be around communication. At this point the Supplier will discuss format, research objectives and data types. The Supplier have a deliverables planning template which we use to help them understand their client’s need. The template captures these initial discussions, but also includes starting thoughts about sign-off

Empowering internal teams to own data

Collaboration is extremely important to the Supplier. For core teams the Supplier will work collaboratively on all aspects of the project, if this is desirable. For wider stakeholders, the Supplier regularly design into their processes moments where they can share and explore emergent findings together.

Designing Customer Journeys

There is no ‘best’ way to report on customer journeys – and how The Supplier deliver them really depends on both the data and the communication need.

Layered Delivery

Specific deliverables and workshops across the six projects

The Supplier have provided a summary of what they may deliver across the projects.

Projects	Deliverable	Rationale / detail
ALL	Workshop sessions	The Supplier have costed for internal analysis sessions and immersion sessions for every project.
ALL	Interim reports	Interim reporting is a standard part of the Supplier’s process and they imagine creating some form of short update mid-way through the fieldwork process.

ALL	Summary report / slide-deck	As requested in the brief, The Supplier costed to create a short PPT report for each project – which will include presentable and more detailed versions.
ALL+ Overall deliverables package	Case study stories	Case-studies are important to the Supplier as they help build empathy and anchor findings in the lived experience of research participants. Written and photographic case-studies that tell particularly poignant or impactful stories to engage the Authority.
ALL+ Overall deliverables package	Journey maps	The Supplier described a number of ways they could go about designing and delivering journey maps. Developing high quality journeys across a range of different passport types is likely to be a focus of their overall deliverables package.
Overall deliverables package	Full written report	The Supplier have included the option for a full written report. There are numerous ways this could be delivered, but it could be a useful tool to capture learnings across projects
Overall deliverables package	Animation, film or 360 video	Potential for more polished and edited film to win hearts and minds and make the case for change.

Project Team Experience

A highly skilled and multi-disciplinary project team

Team structure, roles and responsibilities

A contract of this type requires a dependable and expert core team. The Supplier will implement a project structure that is designed to bring stability to the contract and enable strong relationships to be built between the Supplier and the Customer. The Supplier must bring in their wider team of experts and specialists on different projects, so that the Authority can benefit from their specific experience when it will add value.

The Authority will meet and have close working relationships with all members of the Supplier's core contract team (which in this case is the Account Director, Account Manager and Project Manager). The Supplier has a system in place that ensures deputisation for absent members of the team. This includes having a 'deputy' PM working alongside the appointed project manager, who will take over during holiday or if the PM is out of the office on fieldwork. The Supplier also proposes a senior level account manager who will work alongside the PM and provide support and continuity ensuring that each individual wave of work aligns with the overall vision for the contract.

Team organogram

To the right is an organogram of the project team. This contract will be led by the Account Director, **REDACTED** (Managing Director), and the Account Manager, **REDACTED** (Senior Researcher).

REDACTED

The three project managers (**REDACTED**, **REDACTED**, **REDACTED**) will be rotated on the individual projects, ensuring that each has a dedicated PM even if projects are overlapping.

The project researchers will join the team when the projects are commissioned and will be chosen based on their relevant skills and resource capacity at the time. They will be supported by a range of experts.

Working with the customer.

Working Together

The Supplier's mission is to help drive social change by achieving a more robust understanding of the real world. However, the Supplier's clients will have ownership of the evidence they produce and feel comfortable actioning it. In all of the Supplier's projects there is an emphasis on working collaboratively with their clients to facilitate this.

Overview of what this might look like for this contract

- ⇒ **Understanding the Authority's context:** Upfront investment for the research team to broaden their understanding of what research the Customers have done.
- ⇒ **Working collaboratively:** The Supplier will need to make sure that the Authority are on-board with the systems and processes that the Supplier have in place for facilitating this.
- ⇒ **Developing a partnership:** The Supplier will invest in creating a working partnership with the Authority, encouraging them to be as involved in the projects as possible
- ⇒ **Stakeholder engagement:** One objective is bringing stakeholders on-board – so building buy in the whole way through will be important. The Supplier will do this with good communication and deliberate efforts to make the Authority want to be engaged in the process
- ⇒ **Continuous learning:** is embedded throughout projects and in the wider business.
- ⇒ **Embracing challenge:** The goals of this contract are ambitious, and The Supplier are expecting to be continuously challenged in what they think the best approach is and what it all means.

Our commitment to collaboration

Connect

The Supplier has invested in a pioneering new digital platform, Connect, which has fast become a standard way of how they work – both in terms of how they collect data from respondents, how they organise & analyse it, and, above all, how they make that evidence & thinking visible to their clients. Connect is a fully responsive online data management tool which makes it easier for a wide range of respondents to upload videos, photos & audio in response to diary tasks/questions, and for researchers to combine this with their own data & assets gathered from fieldwork (e.g. field notes, photographs, video clips).

It's a cost-effective and flexible way of generating a wealth of evocative visual assets. Sophisticated tagging and analysis functionality (e.g. 'Board building') allows clients to better engage with the raw data that has been uploaded by our researchers & respondents -exploring particular assets with specific reference to the analysis frameworks the Supplier have developed. Tagged and curated data forms a live and interactive database, which can also be exported for archive. Functionality also empowers clients / stakeholders to contribute to the iterative development of key findings -both during and beyond the project -making for a genuinely collaborative process.

Investment in storytelling for clients to share findings more easily and widely

To achieve lasting impact, the Supplier will invest in understanding the overall aim and challenges that the Authority might face, often championing the role of our own researcher photographs, design, film, 360 film to help lift findings alongside more traditional reporting. The Supplier will support the Authority with visual tools as well as more robust reports that take more investment to read, to act as quick prompts to change minds.

A priority for this project is going to be ensuring that each project is designed with deliverables in mind. All deliverables, including reporting, case studies, film and respondent data will be accessible, transferable and tailored to each team or audience.

Quality in deliverables

- All outputs and reports shared with the Authority will include full quality checks for completeness, consistency and quality by the Project Director before submission
-

- Appointing a dedicated member of senior staff not working on the project to provide critical review of all deliverables (draft and final) before submission to the Authority
- Agreeing clear structures with the Authority prior to drafting
- Ensuring all research materials are designed with final deliverables in mind – and that the data gathered will be able to tell the stories the Supplier need it to tell

Deliverables the Supplier anticipate being most useful to the Authority in the following activities which include:

Report writing

- ⇒ In the last few years the Supplier have invested significantly in their report writing capabilities, having employed writers to upskill the rest of the company so their findings are as impactful as possible by ensuring that storytelling is a key element in their delivery, having built compelling arguments for change.

Visual story telling

- ⇒ The Supplier Productions team offer a range of professional, high quality film services including call-to action films, animation, montages, profiles, selfie videos and public facing films.
- ⇒ In the last few years the Supplier has utilised 360 film, a cost-effective way to quickly help stakeholders immerse themselves in a particular place or context – for example the living room of a respondent taken during an in-depth interview.
- ⇒ Photography is a key part of the Supplier's delivery on every project. The Supplier has an ex-Magnum photographer that comes to their office twice a week to give all researchers one-to-one training to develop their photography skills.
- ⇒ The Supplier's sister company, Together Creative, offers a range of graphical services that can be used to provide bespoke design options for deliverables.

Effective communication throughout the projects

To successfully work collaboratively with clients, The Supplier must have a Contract manager to maintain a continuous, ongoing dialogue with the Authority's team throughout the contract as well as within individual projects. REDACTED will be the main contract manger and will have oversight of the whole contract, as well as being involved in helping each project manager run individual projects.

The Supplier must discuss the best ways of keeping the Authority updated and involved with projects as they unfold – working more or less independently as required by the availability of the core project team. The reality of this can range from the Authority shadowing interviews, to more standard email updates or even a weekly breakfast briefing via Skype.

Additional updating & project management procedures will include:

- Maintaining a detailed, realistic step-by-step internal project plan and risk register, alongside a comprehensive record of all project documentation
- Ensuring the final specification of the project as agreed at kick-off, plus any changes to project scope (from small changes to discussion guides to additional commissioned work) are agreed in writing with the Authority.
- Convening an internal team briefing before starting work at the beginning of each project
- Ensuring all analysis sessions are led by the Project Director, and that quality – including adherence to the Data Protection & Ethical Standards – is continuously monitored by the Project Manager

Enabling the Authority to get the most out of the contract

The Supplier wants to facilitate knowledge building and sharing between themselves and the Authority. The Supplier's commitment to client self-improvement has encompassed the following areas:

- ⇒ Office in REDACTED, designed with a large collaborative working space ideal for analysis, workshops and presentations. The Supplier proposes holding the collaborative analysis and workshops with the Authority in their offices, making use of the whiteboard wall, flexible layout and large screens.
 - ⇒ The Supplier will embed clients in their project teams, with opportunities to shadow and accompany the team during fieldwork along with an open invitation to their analysis sessions.
 - ⇒ The Supplier will encourage the Authority to make use of Connect and will send someone to the Authority's office for a few hours free of charge to train the team in how to get the most out of Connect for their own purposes.
 - ⇒ Collaborative working/learning by doing: The Supplier will always work in a transparent way, often learning with and transferring skills to the Authority through our immersive analysis sessions. The Supplier encourage clients to learn and engage directly with the raw research material, rather than simply waiting for the report to hit their desk.
 - ⇒ Formal training: The Supplier will regularly run training sessions that the Authority is invited to and have delivered bespoke training to organisations.
 - ⇒ Informal training: The Supplier will support opportunities for informal training, including offering to run 'lunch and learn' sessions for the Authority to introduce new techniques or help share evidence internally.
-

Multi-project working

The Supplier will operate in an agile way, enabled by effective communication and planning. The Supplier must strive to work with the Authority to plan projects, ensuring they have the necessary resource to complete work in the timeframe required.

Managing multiple projects

The Supplier's research projects are conducted by the team in-house. The Supplier has put in place an account manager and multiple project managers – this helps to avoid bottlenecks and ensures projects can happen in parallel.

Consistency of staff

Specific measures the Supplier must employ to preserve continuity include:

- A sophisticated, week-by-week resourcing system, updated daily and monitored by a dedicated member of staff, which will enable the Supplier to identify risks and mitigations well in advance, and allocate staff to specific tasks several weeks in advance – thereby allowing them to ensure that all members of the project team are made (and kept) available for projects throughout the duration of the contract.
- The Supplier will have a range of secure remote project and file management tools, to ensure the continued smooth running of the contract in the event of unexpected staff absence / illness, or changes to personnel

Individual project management

- The Supplier has a set system for how projects are managed and all documents are audited by the Project Management Oversight person. This means that any handover should be smooth and all information readily available.
- The presence of a senior member of staff with the role of Project Management Oversight will ensure that, in the event of the Project Manager's and Project Director's absence, key knowledge of the project is retained and can be passed on to other team members.
- The Supplier will ensure detailed handovers between outgoing and incoming team members. Additionally, all of the above information (and ongoing findings / developing lines of inquiry) will be stored on Connect. As a result, any researchers who start to work on the project during fieldwork will be able to easily access this archive and get up to speed

A culture of pro-activity and problem-solving

Innovation is a focus for staff and there are regular opportunities to promote reflection, encourage improvement and embed best practice. As an outcome of this reflective practice, the Supplier will have developed a suite of quality assurances that act as a foundation for their improvement work. Teams with a responsibility for improving quality convene at a directorate and whole company level to discuss changes every quarter.

All projects have a dedicated Project Director (one of the two company owners) and Project Manager (one of our Senior Researchers), both of whom are involved at all stages.

The Supplier will adhere to stringent guidelines for maintaining the highest standards of quality during projects. All The Supplier's research is fully compliant with the guidelines of the MRS (Market Research Society; membership no: 02166855) and GSR (Government Social Research Service).

Risks

Below is a table of the Supplier's identified key risks for this project.

Risk	Likelihood	Impact	Risk mitigation
Whole contract risks			
Objectives for the research project are not understood or met	Low	High	As standard, across all projects the Supplier holds a kick off meeting with the Customer to discuss all project objectives to ensure they are incorporated at all stages of the research design and implementation. The Supplier will then ensure that the objectives are kept top of mind at all internal meetings, such as analysis sessions, meaning the objectives are always at the heart of the research project. In addition, the Supplier will provide the Authority with regular updates to discuss emerging findings and any implications this may have for the objectives.
The research does not take into account the work that has already been conducted in this area	Low	Med	As the start of all the projects commissioned on this contract, The Supplier will conduct desk research and have "knowledge downloads" sessions. This will ensure they consolidate existing internal and external knowledge within the team before commencing the project. The whole project team will therefore be aware of the background and any previous research conducted and how The Supplier's research fits in.
Our research team do not understand the strategic background for HMPO	Low	High	As discussed in the Supplier's approach to this contract, they think it is crucial for the appointed agency to have a clear understanding of the Authority's strategic objectives in order to produce projects that have value for money and cover new ground. The Supplier have designed the Authority's engagement activities into the project inception costs for each contract to ensure this conversation happens prior to research design and fieldwork.
More attention is paid to some projects as opposed to others	Med	Med	The Supplier has planned to have a small team of project managers for the different projects. The account manager (REDACTED) and Account Director (REDACTED) will have oversight of the whole contract and will be involved in all the projects to ensure high quality and consistent delivery. This will ensure that the same standards of quality are applied to all projects by managing resource effectively.
HMPO cannot utilise the findings until the end of the contract	Low	High	Recognising that this contract will inform the decisions made by the Authority, The Supplier have designed a suite of deliverables and touchpoints with the Authority to allow the findings to be delivered throughout the entire contract, not just at the end
The project timings are not met	Low	Med	As a point of principle, the Suppliers do not tender for work they feel they don't have capacity to deliver. The Suppliers plan time according to a sophisticated resourcing system which enables them to identify problems in good time and implement effective solutions. This resourcing system is monitored by the Supplier's Resourcing manager on a daily basis which ensures that any changes in resource capacity are flagged early on giving ample time to rectify any challenges. Additionally, the Supplier has chosen three project managers to ensure that the same research team aren't on two of the Authority's projects at once.

Respondents think the research will affect their passport application	High	Med	At the start of interviews researchers must ensure that respondents are aware that all data they provide will be anonymised and they will not be identifiable to the client or the public. The Supplier's researchers are trained to discuss potentially sensitive topics with tact and regularly conduct interviews on sensitive topics. This includes reassuring respondents that all data discussed as part of the interview will only be used for the purposes of research and will not affect their application.
The research relies on recall of experiences and builds an inaccurate picture of customer journeys	Low	High	The Supplier has a lot of experience gathering objective data from respondents and finding innovative methodologies to get beyond self-reported data. In previous projects methodologies to triangulate data included diaries, accessing letters and email correspondence to build a bigger picture of the respondents' experiences and obtaining evidence from respondents.
Fieldwork associated risks			
The considerable amount of data generated over the course of three years are not easily accessible or get lost	Med	High	Data management is a key tenet to the Supplier's approach to analysis for this contract. The Supplier is very experienced in managing large data sets. For their project on the World Cup for UEFA in Russia, the Supplier collected and organised thousands of pieces of data using their online Connect platform. This tool allows the Supplier to manage data in a variety of ways including tagging each photograph, transcript and audio file for quick access.
Some of the audiences are difficult to recruit and there is a risk that insufficient respondents will be recruited	Med	High	For more niche audiences the Supplier will use a multi-mode approach to recruitment, including intercept interviews at passport application centres/counter services, free-find methods, snowballing, social media, and recruiter database recruitment. The Supplier will also offer respondents a wide range of ways of taking part in the research to maximise response rates including Skype and telephone interviews as well as face-to-face methods
The data collected is too superficial to be meaningful	Low	Med	For more in-depth studies such as UX testing and co-creation development, the Supplier will conduct face-to-face interviews lasting between 1-3 hours. These will allow the Supplier to get a detailed understanding of the background and motivations underlying their behaviour as well as enabling thorough UX testing.
The fieldwork does not uncover new insight	Low	Med	From the Supplier's background reading on each project they will be aware of the current knowledge about the topic and will design fieldwork tools to uncover new information. The Supplier's whole approach to fieldwork means that they will seek to bring together several sources of evidence to build a more accurate picture of people's behaviour. This often highlights inconsistencies between reported and actual behaviour. The Supplier will develop lines of inquiry as the fieldwork proceeds which enables them to establish new hypotheses to test in future fieldwork sessions.
The researchers cannot capture the people's experiences accurately due to	Med	Med	The Supplier put in place a range of interview techniques to encourage the respondent to provide detailed and accurate accounts, including using prompts such as example journey maps with different stages of the journey and providing information about the project before the

inaccurate memory recall.			interview. The Supplier will also use real time methods such as pre-task diaries to capture people's behaviour and reflections as and when things happen. For vulnerable respondents and those with additional needs, the face-to-face interviews will be invaluable for building rapport with respondents and enable more detailed data collection.
Respondents focus on complaints to the detriment of other important details	Low	Med	The Supplier recognise that respondents will want to share their experiences including complaints which is certainly useful, however they will put in place a range of measures to prevent the conversation focusing on these. This includes having long interviews so we have time to cover all aspects of their experience in sufficient detail, using stimulus such as journey maps to encourage respondents to reflect on all aspects of their journey
Researchers focus on one area / topic / type of data more than others within the interviews	Low	Med	The Supplier has a facilitator briefing meeting before every project which is led by the Director of Qualitative research and attended by all researchers conducting fieldwork. This meeting helps to ensure that all researchers understand the project objectives and how the discussion guide and stimulus materials relate to this. As part of this meeting the Supplier also include a discussion of the non-verbal guide which outlines the other types of data which is important to capture
Project delivery risks			
Deliverables do not convey the findings of the research or have unfounded claims	Low	High	High quality and impactful research is achieved through engaging deliverables. As part of the kick off meeting at the start of the project the Supplier will also discuss different types of deliverables that should be produced at the end of the project and the impact they will have. The Supplier also have processes in place during research design which ensure that deliverables and their impact are kept at the heart of every stage of the research project to ensure the findings generate the desired impact.
Deliverables are not engaging and do not encourage stakeholders to take action	Med	High	In past projects the Supplier have needed to ensure the involvement and cooperation of a range of stakeholders to ensure the success of the work. The work for REDACTED focused on reducing problem gambling – getting the industry onside was essential for the running of the project as the Supplier needed to conduct research within various gambling environments and have full access to both staff and customers. For this contract, the Supplier will map relevant stakeholders at the start of each project to ensure that they have a clear understanding of hierarchy and possible engagement barriers to be overcome.
The deliverables are not useful for the HMPO design teams	Low	Med/High	As mentioned above, the Supplier have processes in place to ensure the design and planning of deliverables is discussed early on in the project and throughout the project. Where possible the Supplier will work closely with design teams to ensure the deliverables are useful to them. They will also ensure that deliverable plans are signed off by the Authority before they are created.
The deliverables reveal the personal identities of respondents	Low	High	The Supplier takes a careful approach to ethics and data protection across all projects. The Supplier's data protection policy is in line with the requirements of the GDPR 2018 (available on request) and they ensure that

			all respondents data is protected, and respondents are aware and consent to the use of their data on a project. All respondents will be anonymised in any client facing deliverables. The Supplier will not use any data, whether images or respondent stories that they do not have consent to share.
Analysis			
The analysis we do does not solve the questions that HMPO need answering	Low	High	In addition to their internal analysis the Supplier also conduct client analysis sessions. These sessions encourage the Supplier's clients to ask questions and interrogate the data. They use these sessions to share initial thinking and to work with their clients to focus the analysis and reporting on the issues and topics that are most important to them
We don't build on what we're learning in each project	Low	Med	The Supplier have a review meeting after each project and encourage their clients to attend or feed into these meetings. The Supplier use these to reflect on what went well and how the project could have been better across all aspects of the project. Additionally, if the Supplier feels that a project seems very similar to a previous project they will work with the Authority to understand the reasons for this and discuss options for the scope and focus of the project.
The analysis focuses on stories that are particularly emotive	Low	Low	The Supplier understand the importance and power of storytelling in analysis, however they give each respondent equal weight in the analysis process, honing in on specific issues rather than trying to create an overly emotive response

Escalation path

The Supplier has robust procedures in place to handle Authority complaints fairly and promptly – ensuring any concerns held by their clients, suppliers or research participants are promptly addressed in line with their relevant internal policies. In the interests of fairness and objectivity, all projects are assigned a 'Complaints Handler' during their inception phase. This individual is the most senior member of staff not to be working directly on that project. Typically, this is a company director. Depending on the formality and/or specificity of the Authority's concerns, The Supplier suggests they initially discuss their worries with the Project Manager or Project Director working on that particular study.

In the event of a formal complaint being made, the initial recipient (be it a Project Manager, Project Director or other member of the project team) must escalate the complaint immediately by referring the Authority to the designated Complaints Handler. All project staff are trained to understand all specific and/or formal complaints should be passed on in this way.

Alternatively, the Authority may choose to contact the designated Complaints Handler directly at the earliest possible opportunity – bypassing any of the project team – in line with the protocol agreed at the start of the project.

Once a complaint has been registered, whether verbally or in writing, the Supplier will acknowledge – and aim to address – all formal complaints within 24 hours.

In the interests of fairness and confidentiality, the Supplier ask complainants to designate a single contact to engage with all communication regarding the complaint.

Annex C

Supplier Pricing

Please see below the Pricing Schedule and Rate Card for the Contract CCSN19A27, Provision of Qualitative Insight for HMPO – Customer Journeys and Proposition Development

Price Schedule

REDACTED

Supplier Rate Card

REDACTED

