Order Schedule 20 (Order Specification)

This Schedule sets out the characteristics of the Deliverables that the Supplier will be required to make to the Buyers under this Order Contract

Department for Work & Pensions

Bid Pack

Attachment 3 – Statement of Requirements

Contract Reference: Project 24809

Occupational Health Financial Incentive Scheme Evaluation

ITT_9069

CONTENTS

1. PURPOSE

1.1 The Department for Work and Pensions (DWP) hereafter referred to as 'the Authority' wishes to commission a supplier to undertake research to a) inform the design and development of an evaluation to help understand the delivery and impact of an Occupational Health (OH) financial incentive and market navigation support, which aims to improve take-up of quality OH services among Small and Medium sized Employers (SMEs) and the self-employed (SE), and b) to deliver this evaluation.

2. BACKGROUND TO THE CONTRACTING Authority

2.1 The Department for Work and Pensions (DWP) is the contracting Authority. The DWP is the UK's biggest public service department and is responsible for welfare, pensions and child maintenance policy.

2.2 DWP has a strong track record regarding evaluation of its policies and using the evidence generated to inform policy decisions and improve operational delivery.

2.3 The Occupational Health Analysis team, as part of the Employers, Health and Inclusive Employment Analysis Division (EHIEAD), will be managing the research project.

3. Background to requirement/OVERVIEW of requirement

3.1 Occupational Health (OH) services are mainly provided through a private market of providers and purchased by employers. These services, which can include a range of specific and tailored interventions, provide expert support to employers and employees to promote and maintain:

i. A healthy working environment.
ii. The health and functional capability of employees.

3.2 These services can play an important role in employers' efforts to reduce sickness absence, improve job retention and increase productivity.

3.3 Supporting employees in work and reducing ill-health related job loss, via these services, has the potential to deliver substantial financial benefits for the individual, the Exchequer and to society. Employees benefit through better work and health outcomes, as evidence has shown being out of work is associated with a range of poor health outcomes and being in work, in general, is good for health (Waddell and Burton, 2006; Rueda et al., 2012). Employers will benefit through higher productivity, and lower sickness and recruitment costs (Government response: Health is everyone's business, 2021). Analysis has also shown that having one disabled person in work instead of out of work has an estimated annual benefit to the exchequer of £15,000 for full-time work or £7,000 for part-time work (Shaping future support: the health and disability green paper, 2021).

Existing evidence on effectiveness of OH

3.4 Systematic reviews of international quantitative evidence show that key components of OH services can be effective at reducing sickness absence from work and preventing ill-health related job loss:

i) early contact and sustained support by the workplace,

ii) work accommodations,

iii) coordination between health care and the workplace, and

iv) accurate information about work and health.

3.5 Evidence from systematics reviews of qualitative research also indicate that intermediary players, such as OH services, play a key role in facilitating return to work arrangements and overcoming barriers, such as social and communication barriers (MacEachen, 2006). Recent UK-based qualitative research with employers also confirms the important role played by OH services in providing critical advice to employers on how to manage disability and returns to work, especially in cases where employers feel out of their depth with a specific case (Fullick et al. 2019).

3.6 However, existing impact evidence is mostly from outside the UK, has primarily focused on sickness absence as an outcome (rather than job retention), and tend to be mainly focused on employees of large organisations and for people suffering from musculoskeletal conditions. As a result, there are still evidence gaps around the impact of OH assessments on job retention, for people with conditions other than musculoskeletal, for employees of small organisations and the self-employed, and the effectiveness in a UK context.

Existing evidence on access to OH and barriers

3.7 Evidence shows that employees of SMEs and self-employed have significantly less access to OH than employees of large employers. Surveys and qualitative research with employers suggest this under-utilisation of OH services are due to a) a lack of understanding of the purpose and benefits of OH amongst these employer groups; (b) difficulties with navigating the market to locate information they need and this requiring significant time investment; and (c) cost and funding constraints in purchasing OH services. (Fullick et al, 2019; Tu et al., 2021)

3.8 Whilst there is clear evidence that cost and information are barriers for SMEs to use OH, there is limited evidence on how best to overcome these barriers to enable and encourage SMEs to access OH services.

Financial Incentive and market navigation support

3.9 The Health is Everyone's Business (HiEB) consultation published in July 2019 put forward a number of proposals to minimise the risk of ill-health related job loss through better workplace support for disabled people and those with long-

term health conditions. This included proposals to improve access to OH services with the aim of improving employee work and health outcomes. One of the proposals was to offer a financial incentive for OH assessments to support SMEs (businesses with 250 or less employees) and self-employed people to overcome their cost barriers. Another proposal was to offer OH information and market navigation support to SMEs and self-employed people, with the aim of improving access to information, such as how or where to access OH services, to try and reduce information- and search-cost-related barriers to purchasing OH. Respondents to the consultation were largely supportive of both proposals. DWP/DHSC's response to the Health is Everyone's Business consultation, published in July 2021, committed to develop and test the OH financial incentive and OH market navigation support with a robust evaluation.

3.10 The financial incentive and market navigation support will be offered alongside a range of other policies, such as an employer information and advice website, to support management of health in the workplace.

3.11 The precise OH financial incentive and market navigation support design and means by which it will be delivered is being developed as part of an agile, user-centred design process by a contracted Digital team working to Government Digital Service (GDS) standards. This team are responsible for developing the means for employers to access subsidised services through GOV.UK, and the processes necessary to deliver a financial incentive and market navigation support (marketing, commercial relationships with providers etc.). This digital process is iterative and involves constant user research and analysis, firstly through a discovery phase which was completed in March 2022 to establish user needs. This has been followed by alpha (c. March to August 2022), which will be followed by private beta (c. September to December 2022) and public beta (c. January 2023 onwards) phases to develop and test solutions to address those needs.

3.12 The Digital team will work closely with the Supplier to support the evaluation, ensure the intervention is built in a way that meets evaluation requirements, and will feed in their user research findings.

3.13 The overall aim of this research project led by the Supplier will be to provide the Authority with critical evidence on the delivery and impact of the OH financial incentive and market navigation support that are developed, how they work, and whether they are value for money. The evidence generated from the evaluation will help understand the case for further investment in wider scale OH financial incentives and market navigation support, if successful.

3.14 There will be two distinct phases to this research project. The first is the feasibility study and process mapping phase, and the second is the impact evaluation phase. The feasibility study and process mapping research will run in parallel with the workstream of the Digital team designing the incentive and market navigation support intervention. Following completion of the preparatory feasibility study and process mapping phase, the project (subject to approvals) will move to the second phase of delivering the impact evaluation.

3.15 The research as designed will help us to understand how best to deliver the intervention to maximise its wider social, economic and environmental benefit. The evaluation of its impact at Phase Two will help us understand what social benefits have been realised and the value for money or economic benefits.

4. definitions

Expression or Acronym	Definition
DWP	Means: The Department for Work and Pensions
DHSC	Means: The Department of Health and Social Care
OH	Means: Occupational Health
HiEB	Means: Health is Everyone's Business
SMEs	Means: Small and Medium Enterprises
SEs	Means: Self-employed
RCT	Means: Randomised Control Trial
The Authority	Means: The Department for Work and Pensions
ToC	Means: Theory of Change
MSK	Means: Musculoskeletal condition
BAU	Means: Business As Usual
GDS	Means: Government Digital Service
EHIE	Means: Employers, Health and Inclusive Employment
EHIEAD	Means: Employers, Health and Inclusive Employment Analysis Division
Phase One	The first phase of the contract, which includes a feasibility study and process mapping
Phase Two	The second phase of the contract, which includes delivery of impact evaluation alongside a process evaluation and cost-benefit analysis

5. scope of requirement

5.1 The Authority seeks proposals from suitably qualified and experienced organisations to undertake a feasibility study and process mapping to inform an

evaluation of the OH financial incentive and OH market navigation support, and then design and deliver this evaluation.

5.2 The work will, therefore, be contracted and delivered in two phases: the feasibility study and process mapping phase (phase one) and the impact evaluation phase (phase two). It is anticipated that that between 10% to 15% of the total contract award will be allocated to the feasibility study and process mapping phase, and between 85% and 90% allocated to the impact evaluation phase.

5.3 With regard to the feasibility study and process mapping phase (Phase One):

5.3.1 In scope is the delivery of the feasibility study and accompanying process mapping, supporting the user testing of potential evaluation requirements and delivery of outputs detailed in paragraphs 6.34 to 6.35 against milestones documented at paragraph 7.2.

5.3.2 Out of scope is the design of the intervention to be tested. The intervention in relation to this research refers to the OH financial incentive and the OH market navigation support, out of scope for this research are other OH policies being implemented to improve workplace support for disabled people and those with long-term health conditions.

5.4 With regard to the impact evaluation phase (Phase Two), the exact nature and scope of this phase will be confirmed during an 'approval period' between Phases One and Two. Subject to relevant approvals it is anticipated that:

5.4.1 In scope is the development of research tools, the delivery of all fieldwork (e.g., surveys, interviews), the processing and management of all data collected, and the delivery of analysis and its dissemination via all specified outputs.

5.4.2 Out of scope is delivery of the OH financial incentive and market navigation support.

6. The requirement

6.1 A suitably qualified supplier is sought to lead on the design and delivery of a feasibility study and process mapping to inform and support an evaluation of the OH financial incentive and market navigation support, followed by delivery of this evaluation, which will include an impact evaluation, process evaluation and economic evaluation, once the intervention has been designed and is in place.

6.2 The feasibility study and process mapping will be undertaken as part of the first phase of the evaluation, to provide the Authority with appropriate and proportionate design and methodology options for the impact evaluation, and provide the demand, data and monitoring requirements for each of the proposed options. Phase two, subject to approvals, will be the delivery of the impact evaluation alongside a process evaluation and economic evaluation.

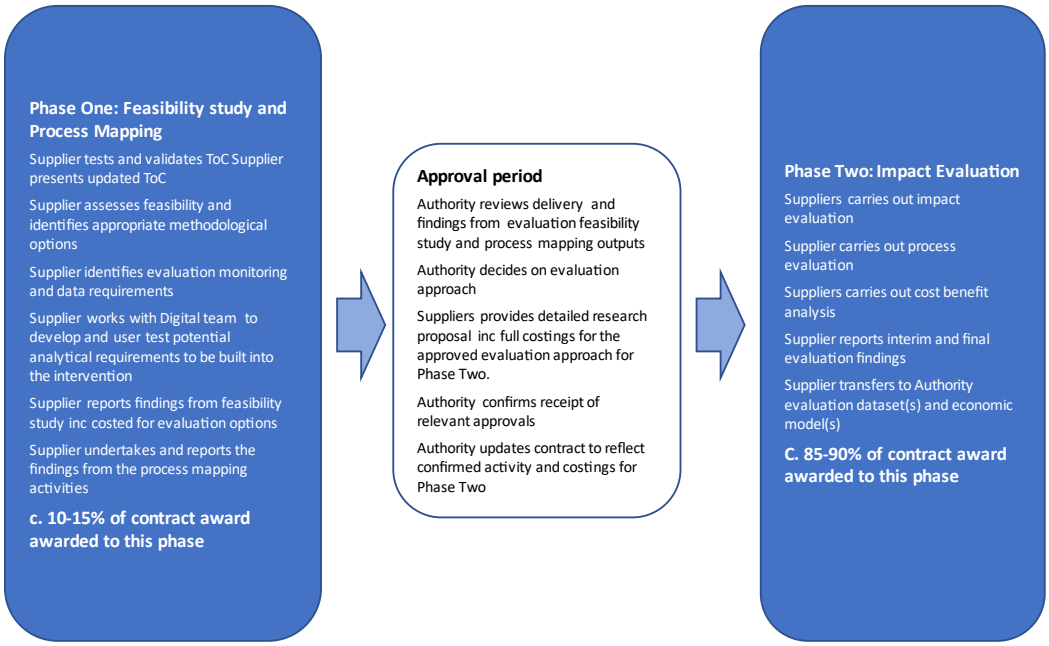
6.3 Phases one and two will be separated by a short approval period to allow reflection on outputs from Phase One and to secure governance, approvals and budget required to enable progression to Phase Two. The precise nature of the evaluation to take place at Phase Two, including the methodology and data requirements, will be confirmed by the Authority during this approval period.

6.4 Proceeding to Phase Two is anticipated but not guaranteed. The decision to proceed and also the methodology for the evaluation will be contingent on factors including (but not limited to) identification and delivery of feasible evaluation option(s) for the evaluation in phase two, Ministerial and other internal approvals including funding approval, data security and sharing arrangements, and any additional ethical considerations.

6.5 Continuation with the contract upon completion of the phase one feasibility study and process mapping will also hinge on the quality and costings within the Supplier's detailed research proposal for Phase Two, and the Supplier meeting the required service and performance levels as set out in paragraph 15.2 during the delivery of Phase One. Progression to Phase Two is therefore not guaranteed, and the Authority reserves the right to terminate the contract at the end of Phase One, if the Supplier does not meet expected requirements. If the contract is terminated the Authority will run a further competition to obtain a new supplier for Phase Two, with the right to use any of the evaluation design and methodology options and research tools identified and developed during the feasibility study in Phase One.

6.6 Figure 6.5.1 below sets out the relationship between the feasibility study and process mapping phase, Authority approval, and the impact evaluation phase:

Figure 6.5.1 Overview of requirement



FEASIBILITY STUDY AND PROCESS MAPPING

6.7 Upon contract award, the Supplier will collaborate closely with the Digital team, who are designing and delivering the intervention, in the lead-in to feasibility study and process mapping delivery. The Supplier will assume responsibility for the feasibility study and process mapping research. They will report directly to the Authority. This period known as Phase One will constitute the 'feasibility study and process mapping phase'.

6.8 Phase One is primarily a methodological feasibility study that is being undertaken to identify evaluation options and establish the necessary demand and data requirements. The process mapping will run parallel to this study and its purpose will be to:

i) Understand what the intervention is

ii) Test and validate the Theory of Change

iii) Support the feasibility study

iv) Support the Phase Two evaluation

6.9 The Supplier will undertake research during Phase One to address the following key research questions:

i) What is the most suitable impact evaluation methodology to measure and assess the impact of the OH financial incentive?

ii) What should be the counterfactual when measuring the impact of OH financial incentive?

iii) What are the data requirements for measuring the impact and cost effectiveness of OH financial incentive, can these be feasibly collated and how can these be built into the delivery design?

iv) What can previous evidence on subsidies/financial incentives and occupational health tell us about the most effective method for evaluating the impact of the financial incentive?

v) Is the causal pathway for the Theory of Change for the OH financial incentive accurate? Can we test the assumptions?

METHODOLOGY FOR FEASIBILITY STUDY AND PROCESS MAPPING PHASE (PHASE ONE)

6.10 In assuming responsibility for the feasibility study and process mapping design, the Supplier is required to bring their specialist expertise in feasibility studies and evaluation scoping to:

6.10.1 Test and validate the Theory of Change model for this intervention. The Supplier who is expected to have experience in developing and testing theories of change, will revisit the existing Theory of Change model, which it will be given access to upon contract award, to understand and assess its proposed structure/logic. It will scrutinise the underpinning evidence and structures, using existing evidence and evidence collated to test assumptions and update the Theory of Change where relevant. The updated Theory of Change will be used

to support the feasibility study by helping to identify the data requirements needed for the impact evaluation.

6.10.2 Conduct a feasibility study to explore the impact evaluation options and necessary data and demand requirements. The Supplier will evaluate and appraise possible impact evaluation and trialling options in-depth to test their potential and suitability to identify the most appropriate and cost-effective means for assessing the delivery and impact of the financial incentive being tested. They will identify risks and where possible propose mitigating arrangements for each of the impact evaluation options. The Supplier will further assess and propose solutions to any likely ethical and data-sharing issues. The Supplier will also work closely with the Digital team to help establish estimated level of demand ahead of expansion of the intervention for impact testing at Phase Two. There may also be the opportunity to work with Digital to user-test evaluation requirements to make sure they are workable as a key feasibility criterion.

6.10.3 Undertake a data review to identify the monitoring and data requirements for this evaluation; identifying what existing evidence and data is available and where new sources need to be identified, for example via surveys. This information will be used by the Supplier to help them identify the most appropriate evaluation and data collection methods for the intervention that will make use of available data or data that can be collated.

6.10.4 Review the data from the Digital user testing, which will include a) the research outputs from the discovery, alpha and beta phases of the digital build of the intervention and b) the digital team's evaluation plans for the private and public beta phases as part of their initial process mapping activities. The Supplier will be expected to undertake a point '0' quality check for reliability and validity and will supplement this data as necessary to inform the process mapping as part of the testing and validating the Theory of Change model. In close collaboration with the Digital team and analysts within EHIEAD, the Supplier will also propose any necessary refinements and amendments to the user testing research to help ensure suitability and alignment with the aims of the intervention and that it supports the evaluation.

6.11 Much of the research for the process mapping will overlap with the feasibility study and a lot of research activities that will be undertaken will contribute to both. We therefore expect this to be a single data collection exercise but producing three distinct outputs: updated Theory of Change, impact evaluation feasibility options report and process mapping report. See paragraphs 6.34 and 3.35 for further details on expected outputs for Phase One.

6.12 The Authority considers the research taking place during this phase will mostly involve desk-based research. This is expected to include but is not limited to:

6.12.1 Clarification of the information needs based on the research questions provided

6.12.2 Scoping review to ensure key evidence areas have been identified, support testing and validation of Theory of Change and help identify feasible impact evaluation options.

6.12.3 Understanding how the financial incentive and market navigation support compare to BAU.

6.12.4 Data review to identify available data and what new data needs to be collated to ensure a robust impact evaluation and to effectively assess the costs and benefits of the intervention.

6.12.5 Analysis of relevant documentation including existing evaluation scoping work relating to the intervention and impact evaluation, findings and meeting notes from Digital team's user centred research in building the intervention.

6.12.6 In-depth interviews or discussions with relevant policy and analytical staff within EHIE and the Digital team, to inform the feasibility and design of the impact evaluation and Phase One process mapping. Interviews with academics or those with external expertise on OH, financial incentives/subsidies and related data to inform the feasibility study and impact evaluation design could also provide further support and inform the feasibility study.

6.13 The Authority encourages suggestions from potential bidders of additional or innovative methods for undertaking the feasibility study and process mapping.

6.14 During Phase One, the Supplier may also find that there would be value in carrying out extra research activities to serve the process mapping aims, on top of the feasibility study activities and reviewing the digital team's research outputs. If during Phase One, the Supplier does think these extra research activities would add extra value to serve the process mapping aims, for example additional interviews with employers and employees, the Supplier will put forward a robust case to the Authority justifying why this additional research activity is required. The Supplier should therefore give consideration to whether the following or other additional methods might add value and how:

6.14.1 In-depth interviews with employers, employees and OH providers to supplement the Digital Team's user centred research

6.14.2 Observations of participants taking part in the user centred research during the beta phases of the intervention design and development to support the user-centre research and inform the process mapping research.

6.15 If additional research activity is agreed between Supplier and the Authority during Phase One, a contract variation would be required to reflect this addition

to the research agreed in the original contract. The Supplier would be required to provide a cost for the additional work, these costs must be calculated based on the discounted rate card and unit costs provided in Attachment 4 – Pricing Schedule

6.16 Subject to the outcome of the Authority approval period, the Supplier will progress to Phase two and will deliver the impact evaluation. This period will constitute the 'impact evaluation phase'. The contract will be varied to reflect requirements and their pricing from this point onward. Specific requirements in the delivery of evaluation phase are anticipated to include:

6.16.1 Implementation of the approved impact evaluation approach alongside a process evaluation and economic evaluation.

6.16.2 Data collection and management

6.16.3 Fieldwork and analysis

6.16.4 Delivery of specified outputs

6.17 The Supplier will be responsible for ensuring the any required analytical tools that need to be built into the intervention in order to facilitate the delivery of the chosen impact evaluation method are identified and then collaborate with Digital to ensure these are built in. The exact requirements will be dependent on the selected impact evaluation design but could include a randomisation tool, eligibility checking, consent and data collection tools.

6.18 The building in of the evaluation requirements is contingent on approval to proceed to the delivery of impact evaluation as well as chosen impact evaluation methodology. However, it is anticipated the Supplier will work with Digital to identify, develop and support Digital in user-testing analytical requirements within the intervention as part of the feasibility study. At the onset of Phase Two, the Supplier will then collaborate closely with the Digital team to ensure the relevant analytical requirements identified in the feasibility study are embedded by Digital Team into the intervention on the Supplier's behalf.

progression from the Feasibility study and process mapping phase to the IMPACT evaluation phase

6.19 Proceeding to Phase two is subject to approvals, so it is anticipated but not guaranteed. There will be a short period between Phases One and Two known as the approval period to give Authority time to reflect upon the feasibility study findings and seek relevant approvals to proceed to Phase Two and the selected methodology for the evaluation.

6.20 Following approval to proceed to Phase Two, the Supplier will assume responsibility for delivering the evaluation and will report directly to the Authority.

6.21 Prior to the commencement of Phase Two the Supplier must provide the Authority with the outputs outlined in paragraphs 6.34 and 6.35.

6.22 In addition, at the request of the Authority, the Supplier will provide:

6.22.1 data-flow maps detailing data movement procedures and provide further assurances that any data security or data-sharing activity is carried out in a legal and secure way.

6.22.2 the requisite information to ensure that the evaluation is compliant with the Authority's evaluation/ trialling protocols and if it is required

6.22.3 the information needed to ensure it receives ethical approval (if required).

6.23 The Authority will be the owners and reserve the right to use the evaluation design and methodology options identified and developed in the feasibility study and any research tools developed during Phase One. It is at the Authority's discretion which impact evaluation option should be delivered. The Authority may also choose to amend the impact evaluation approach or ask the Supplier to deliver an alternative approach at an alternative cost.

6.24 The Supplier may not begin work, or incur any costs, on the impact evaluation unless and until the Supplier receives from the Authority the following upfront and in writing prior to the commencement of the impact evaluation:

6.24.1 Written authorisation from the Authority that it is content for work on the impact evaluation to begin.

6.24.2 Confirmation of agreed timelines and payment milestones for the impact evaluation commissioned under the contract by the Authority.

6.25 The Supplier may not begin work, or incur any costs, that is an amendment to or additional to those authorised upon commencement of the evaluation unless and until they receive from the Authority the following upfront and in writing prior to the commencement of the evaluation:

6.25.1 Written authorisation from the Authority that it is content for the amended or additional work on the impact evaluation to begin.

6.25.2 Confirmation of any amended timelines, costings and payment milestones for the impact evaluation commissioned under the contract by the Authority.

6.26 The Authority will reserve the right to extend the contract for up to a further two years.

6.27 The Authority will reserve the right to vary the contract to accommodate additional analytical work within OH policy area, should policy direction dictate varied requirements.

METHODOLOGY FOR IMPACT EVALUATION (PHASE TWO)

6.28 The main aim of the impact evaluation will be to assess whether offering a financial incentive for OH assessments alongside OH market navigation support to SMEs and self-employed improves take up of OH services among these employers, has an impact on employee work and health outcomes, and offers value for money.

6.29 The Authority is also keen to gain an in-depth understanding of the mechanisms and behaviours related to the introduction of a financial incentive and market navigation support, identify what works well, as well as any barriers or challenges to successful implementation and delivery. The impact evaluation will therefore be accompanied by a process evaluation to gain insights into stakeholders and participants attitudes, perspectives, and experiences of the intervention and OH services, as well as monitor the delivery and operation of the intervention. It is also anticipated the evaluation will include an economic evaluation, such as a cost-benefit analysis, to help the Authority determine whether the intervention offers value for money. In addressing these requirements, the impact evaluation at phase two is expected to explore the following research questions where feasible:

i) What is the impact of the intervention on uptake of OH assessments?

ii) What is the impact of the intervention on employee work and health outcomes?

iii) What is the return on investment from the intervention, where do the costs fall and where are benefits accrued?

iv) How does the intervention work or (not work), for whom, in what circumstances?

v) Is the intervention being delivered and operating as intended?

The exact research questions will be refined and developed during the feasibility study and process mapping phase, through collaboration with the Supplier and the Authority.

6.30 The Authority anticipates that the following outcomes will be measured. The Supplier will assess during feasibility study and process mapping phase whether measurement of these outcomes is appropriate to the aims of the evaluation, are feasible, and if there are alternatives or additional measures:

i) Employer/self-employed OH take-up: Number or proportion of SME employers and self-employed people who choose to purchase OH services.

ii) Employee work outcomes: Functional capacity, days off sick, job retention.

iii) Employee health outcomes: A selection of validated health metrics

iv) Costs and benefits: government tax receipts, government benefits payments, healthcare utilisation

6.31 Although the exact outcome measures to be collated will be determined from the findings of the feasibility study, it is anticipated that some of the outcomes of interest will be available from administrative data, while others will need to be obtained from surveys and/or other data collection techniques. The Authority therefore expects potential suppliers to clearly demonstrate they have expertise and experience in conducting and analysing surveys and analysis of administrative data for evaluations. Relevant experience in data collection and analysis of outcomes from employees and employers is desirable.

6.32 Authority also expects the Supplier, and any sub-contractor with which they propose to work collectively, to demonstrate they have considerable expertise and experience in a range of methodology approaches including trials, and the ability to match the appropriate methodology to the impact evaluation. They are also expected to have expertise in process and theory-based evaluation methods, as well as economic evaluation methods including cost-benefit analysis.

6.33 A broad indication of the methodologies we would expect the evaluation to utilise would include:

6.33.1 Counterfactual impact evaluation – to address the question of what impact does the intervention have on employer take-up and on employee work and health outcomes. This might include randomised controlled trials or quasi-experimental methods.

6.33.2 Process and theory-based evaluation – to address the question of how does the intervention work and for whom? This is likely to draw on qualitative and quantitative approaches such as interviews and surveys with OH providers, employers and employees and theory-based evaluation techniques as appropriate.

6.33.3 Economic evaluation – to address the question of whether the intervention is cost effective. In doing so the Supplier will lead input into the development of an economic model assessing the likely costs and benefits of the intervention. Economic evaluation should consider both fiscal and wider societal costs and benefits of the intervention.

DELIVERABLE OUTPUTS

Phase One

6.34 Outputs to be delivered during the feasibility study and process mapping phase will include:

6.34.1 Updated Theory of Change – presented in an appropriate format.

6.34.2 Feasibility study report – a written report outlining the findings from the feasibility study covering viable costed impact evaluation options for our consideration. It should also clearly set out demand and data requirements, how the data would be collated, identified risks, issues, and mitigations to be considered in relation to recommended evaluation approaches, as well as what analytical requirements including data collection and permissions would need to be built into the intervention at the start of the evaluation.

6.34.3 Process mapping report – a written report of the findings from the process mapping research. However, the Supplier will work collaboratively with the Digital team and the Authority during/prior to the development of the final process mapping report sharing emerging findings and helping to inform any adaptations that need to be made to the design before any evaluation (Phase Two) commences, providing interim reports if necessary.

6.35 During the approval period, the Supplier will also need to provide the following output. This output forms part of the expected deliverable outputs of Phase One of the contract:

6.35.1 Costed research proposal – The Supplier produces a detailed research proposal for the approved impact evaluation option, according to Authority requirements and within the project budget ceiling set out in paragraph 13.6. This should also include the full methodologies and analysis plans for all research strands of the evaluation, clear costings using as a guide the discounted rate card and unit cost provided in Attachment 4 – Pricing Schedule, a detailed risk assessment, project timeline and a proposed payment schedule tied to the achievement of key milestones in the evaluation.

Phase Two

6.36 Specific outputs for the impact evaluation delivery phase will be agreed during the approval period, but will likely include:

6.36.1 Interim report(s) – written report(s)/briefing(s) outlining early findings from the impact evaluation and process evaluation.

6.36.2 Final report - written report and summary paper outlining full findings from all three research strands of the evaluation to publishable standards.

6.36.3 Datasets - SPSS and SAS compatible dataset(s), with data, fully anonymised, from the quantitative research component of the evaluation and relevant accompanying documentation such as a data dictionary.

6.36.4 Presentation of findings from the evaluation to DWP staff.

WELSH LANGUAGE SCHEME

6.37 The Supplier should be aware that the Department has signed up to the Welsh Language Scheme. Where it conducts public business in Wales, it treats the English and Welsh languages equally.

6.38 The specific geographical coverage of the research has yet to be confirmed but the Supplier that must be aware of the provisions of the Welsh Language Scheme and the implications if the intervention is tested in Wales:

6.38.1 In practice, this means the Supplier must ensure:

6.38.1.1 Invitation letters to Welsh participants are issued in both English and Welsh.

6.38.1.2 Interview / survey/ research materials for Welsh participants are made available in Welsh, where requested.

6.38.1.3 Interviews are conducted in Welsh, where requested.

6.38.1.4 Any telephone or postal queries from Welsh participants are answered in Welsh, where requested.

ETHICAL CONSIDERATIONS

6.39 The Supplier is required to consider ethical issues in relation to the evaluation (see the guidelines on Ethical Assurance for Social Research in Government) including the following ethical considerations:

6.39.1 It is essential that the research allows all participants to partake fully. Research instruments should be designed to be accessible if required.

6.39.2 It is the responsibility of the Supplier to ensure the research is conducted ethically. The Supplier will be expected to assess whether ethical approval is necessary. Where ethical approval is required, it will be the responsibility of the suppliers to seek and gain ethical approval before the research commences.

6.39.3 All participants must give their full consent prior to taking part in the research. This consent must be informed, specific and freely given. Explicit verbal consent must be obtained and recorded by the interviewer, in cases of telephone interviews and electronic consent must be obtained in the cases of online interviews.

6.39.4 The Supplier should ensure that there is minimum burden placed on employers.

6.39.5 The Authority will provide the Supplier with a template for obtaining informed consent from participants to ensure it is compliant with DWP standards and processes.

7. key milestones and Deliverables

7.1 The Supplier's performance will be monitored and assessed through regular 'project update meetings' with the Authority's' project manager, review of progress against the agreed project timeline and through review of deliverable products.

7.2 The potential Supplier should note the following project milestones/deliverables will be used by Authority to measure the quality of delivery of the feasibility study and process mapping phase (Phase One). The timescales for this phase may be subject to change and flexibility is required to ensure this research aligns with the work of Digital Team in designing and developing the intervention. Bidders are expected to set out their ability to be flexible in face of any changes to requirements and/or timings. Any changes will be discussed and confirmed with the Supplier.

Milestone/ Deliverable	Description	Timeframe or Delivery Date
Phase One- Feasibility study and process mapping		
1	Confirmation of roles and responsibilities within the suppliers' project team.	Within week 1 of Contract Award
2	Project inception meeting with EHIEAD analysts	Within week 1 of Contract Award
3	Project meeting with Digital team and EHIEAD analysts	Within week 2 of Contract Award
3	Delivery of work plan	Within 1 week of Phase One project inception meeting
5	Phase One research begins	Within week 2 of Contract Award
6	Delivery of updated Theory of Change	November 2023
7	Delivery of final feasibility study report	February 2023
8	Delivery of final process evaluation report	March 2023
9	Delivery of detailed costed research proposal for Phase Two	Within 3 weeks of receiving written approval to proceed to Phase Two
10	Weekly update meetings to be held between the Supplier representative (a senior research manager / associate director) and the authority's contract manager.	Weekly from contact award
11	Attendance at Digital team meetings, steering groups etc as and when required.	TBC

7.3 The impact evaluation phase (Phase Two) will require further outputs. The precise outputs required, and milestones will be discussed and agreed with the Supplier prior to the commencement of this phase.

7.4 The Supplier will inform the Authority of changes to risk which will impact upon delivery to time, cost or quality.

8. MANAGEMENT INFORMATION/reporting

8.1 The Authority expects regular updates and reports on the progress of the research. The Supplier (as represented by a senior research manager, associate director or equivalent) will report directly to the Authority's project manager at weekly update meetings, and further report to EHIEAD analysts where the Authority requires.

8.2 The Authority will require the Supplier to submit a number of reports of publishable standards throughout the contract lifecycle. Draft versions of all reports must be provided by the Supplier for quality assurance by DWP. Comments must be considered and used to inform the final versions. Supplier should be aware that they may be required to produce multiple draft copies before a final version is accepted.

8.3 The Authority will also require at the end of project, anonymised dataset(s) with data from the quantitative research component(s) to be transferred back to the Authority.

8.4 Details on expected outputs for Phase One are outlined in Paragraphs 6.34 and 6.35, while the exact outputs for Phase Two will be discussed and agreed with the Supplier prior to commencement of this phase.

9. volumes

VOLUMES FOR THE FEASIBILITY STUDY AND PROCESS MAPPING PHASE (PHASE ONE)

9.1 The Authority anticipates the Supplier to carry out in-depth interviews for the feasibility study and process mapping phase. This is expected to include:

9.1.1 Around 10 to 12 in-depth interviews with DWP/DHSC staff and stakeholders, including analysts, policy, delivery, operational and digital staff to analyse and update the Theory of Change. If considered to be of value these could also include interviews with academics or those with external expertise on OH, financial incentives/subsidies and related data.

9.1.2 Around 10 to 12 in-depth interviews with DWP/DHSC staff and stakeholders, including analysts, policy, delivery, and operational staff to explore the data needs for an impact evaluation and identify deliverable methodologies for impact evaluation. If considered to be of value these could also include interviews with academics or those with external expertise on OH, financial incentives/subsidies and/or relevant areas to inform the feasibility study.

VOLUMES FOR THE IMPACT EVALUATION PHASE (PHASE TWO)

9.2 The volumes of OH providers, employers, and employees who will participate in Phase Two are not yet known, as this will depend on outcomes of Phase One and decisions made by the Authority during the approvals period. Therefore, the Authority has undertaken analysis to estimate the required sample size for Phase Two based only on an indicative scenario. These volumes provide only an indication of scale and are not likely to be an accurate precise estimate.

9.3 The indicative scenario is based on a number of assumptions which may change following Phase One, as the exact evaluation methodology for Phase Two will be informed by findings from Phase One's feasibility study. It assumes the chosen impact evaluation methodology will be a randomised controlled trial (RCT) with two arms, a 95% confidence level, 80% power, a baseline of 50%, and a minimum detectable difference of between 5pp and 10pp. It assumes some of the outcome data will be collected through a survey with a 33% response rate. Based on this indicative scenario, the Authority estimates that between 1,400 and 4,700 SME employers and self-employed people will be required to participate in each trial arm.

9.4 The precise required sample sizes for surveys and interviews for Phase Two will be estimated within the feasibility study report and will help form the basis of decision making on which impact evaluation design to proceed with, on the basis of statistical power needed, proportionality, achievability and costs.

10. continuous improvement

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

10.2 The Supplier should present new ways of working to the Authority during quarterly Contract review meetings.

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

11. Sustainability

12. quality

12.1 The Supplier shall have sound processes for quality assurance in place and should demonstrate their internal procedures to assure and control quality in all aspects of research within their proposal. This includes:

12.1.1 Specified and clearly defined procedures for working closely with the Authority through regular updates.

12.1.2 Specified and clearly defined procedures for quality assuring all research tools and analysis.

12.1.3 Interview quality control procedures, including details of how the researchers conducting interviews have been trained and briefed.

12.1.4 Specified and clearly defined procedures in place for handling complaints from potential and actual participants.

12.1.5 Specified and clearly defined procedures in place for handling contact from potential and actual respondents wanting legal advice or advice relating to employees or employers.

12.2 The Authority must give clearance before use of all research tools and outputs including communications/recruitment letters or emails to participants.

12.3 Draft versions of all reports in phase one and two must be provided by the Supplier for quality assurance by DWP. Comments must be considered and used to inform the final versions. Supplier should be aware that they may be required to produce multiple draft copies before a final version is accepted

12.4 The Supplier shall assess the key risks for this evaluation. Bidders are expected to identify and set out the most significant risks to successful completion of feasibility study and process mapping phase, assess the degree of risk (likelihood and impact) and set out strategies for minimising these risks and managing the consequences if problems occur. The Supplier will be expected to complete a detailed risk assessment for the impact evaluation phase prior to commencement of phase two.

13. PRICE

13.1 As previously outlined the requirement will be delivered in two phases. Details of the impact evaluation phase (including the volume and mix of fieldwork required to appropriately evaluate the intervention) will be confirmed following the delivery and outcomes of the feasibility study and process mapping phase and informed by supplier expertise in collaboration with EHIEAD analysts. Bidders are invited to price both phases of the requirement, but to manage the complexity of Phase Two and to allow for a fair assessment of bids, bidders are invited to base the pricing of Phase Two on the indicative scenario which is set out in paragraph 13.5.2.

13.2 In pricing the indicative scenario for Phase Two, bidders should be aware that the research project that is actually taken forward during Phase Two may differ from the indicative scenario in its methodology, size, requirements, levels of resources needed, and costs. This is because the evaluation methodology that will be used and the exact requirements will be dependent on findings from Phase One’s feasibility study and approvals given for the impact evaluation methodology.

13.3 Bidders are also asked to provide unit costs for different types of surveys and interviews in Phase Two as set out in paragraph 13.14. The unit costs given will not be evaluated or scored and is for information only.

13.4 The prices submitted in response to the indicative scenario alongside the discounted rate card and unit prices given will be used as guide for the pricing of the evaluation that is ultimately taken forward in Phase Two.

13.5 For the bid evaluation bidders should price for:

13.5.1 The feasibility study and process mapping phase (Phase One) and associated outputs including the identification and development and of potential evaluation requirements for the next phase and supporting user testing of these requirements (estimated to be between 10% and 15% of the total contract award).

13.5.2 An indicative scenario for Phase Two of a randomised control trial (RCT,) with two arms, evaluating the impact of the financial incentive complete with process / explanatory evaluation of the full intervention and economic evaluation (estimated to be between 85% and 90% of the total contract award).

13.6 Bidders have a ceiling of £900,000 to resource this requirement. Bidders should be aware that while the exact methodology and requirements for Phase 2 is subject to change upon completion of Phase 1 feasibility study, the project budget ceiling will remain as £900,000.

13.7 The Authority is seeking high quality bids, which make use of a range of methodologies and fieldwork techniques. Suggested methods for Phase One and the indicative scenario of an RCT for Phase Two are set out below.

13.7.1 For Phase One (estimated to between 10% and 15% of ceiling price) the Authority anticipates the use of:

13.7.1.1 Depth interviews with stakeholders and, if of value, experts in the field

13.7.1.2 Rapid evidence assessment/literature review

13.7.1.3 Data review and mapping of potential outcome measures

13.7.1.4 Analysis and interrogation of relevant data, documentation and administration records

13.7.1.5 Alternative and/or innovative methods to be suggested by Supplier

13.7.2 For the indicative scenario given for Phase Two (estimated to between 85% and 90% of ceiling price) the Authority proposes the use of:

13.7.2.1 Survey interviews with SME employers and self-employed.

13.7.2.2 Depth interviews with a sample of SME employers and employees, self-employed.

13.7.2.3 Depth interviews with OH providers.

13.7.2.4 Data analysis of OH usage and work and health outcomes

13.7.2.5 Cost benefit analysis

13.8 In pricing the requirement for Phase One bidders should note:

13.8.1 Bidders should refer to the estimated number of interviews required for Phase One set out at Paragraph 9.1. It is expected that interviews will be via telephone or video conferencing. It is anticipated that DWP will provide the Supplier with sample for these interviews.

13.9 In pricing the requirement for the indicative scenario in Phase Two bidders should note:

13.9.1 Administrative data will not be available for all outcomes of interest, so surveys/other data collection techniques will be required. Please refer to paragraph 6.30 for the potential outcome measures that Authority anticipate being collected

13.9.2 Bidders should refer to the estimated required sample sizes set out at paragraph 9.3 for context on anticipated survey volumes during Phase Two, if an RCT was selected as the chosen impact evaluation methodology, although the precise survey requirements including volumes will be determined upon completion of the feasibility study. For the purpose of costing surveys for the indicative scenario, bidders should therefore base costs on 3,300 employers and self-employed people being required to participate in each trial arm, with a 33% response rate.

13.9.3 For the purpose of costing surveys for this indicative scenario it is also assumed:

13.9.3.1 the survey interviews in Phase two will involve a baseline survey, followed by two survey waves to capture experiences and monitor outcomes. The baseline survey will be built into the intervention, while the follow up surveys will be telephone based lasting no longer than maximum of 20 minutes.

13.9.3.2 that the Supplier will obtain the employer sample from DWP.

13.9.4 The precise depth interview requirements, including volumes, will also be determined and confirmed upon completion of the feasibility study. For the purpose of costing these interviews it is assumed they will be telephone or video conference based, lasting for maximum of 45 minutes, with full transcription.

13.9.5 It is assumed the depth interviews in Phase Two will be with OH providers, employers and employees. It is anticipated that supplier

will obtain the required OH provider and employer sample from DWP. Although this cannot be guaranteed, and the Supplier may be required to obtain the sample for these groups. For the interviews with employees, it is anticipated the supplier will obtain the sample via employers. For the purpose of costing the indicative scenario, costs should be based on 150 interviews across the duration of Phase Two, with 100 interviews from DWP-obtained sample and 50 interviews from supplier-obtained sample.

13.9.6 Pricing should incorporate costs associated with the required provision of cost-benefit and other economic models developed as part of the economic evaluation strand of the impact evaluation.

13.9.7 Pricing of analysis of survey and admin data should take into consideration that it is anticipated that linking of survey and admin data will be required.

13.10 All pricing should incorporate reporting costs. Pricing should accommodate the production of:

13.10.1 Feasibility study report including costed for evaluation options, the process mapping report and updated Theory of Change during the feasibility study and process mapping phase

13.10.2 Interim reports covering early findings from the impact evaluation (counterfactual impact evaluation, process/theory-based evaluation and economic evaluation); and a final report synthesising the evaluation evidence generated across the different research strands of the evaluation.

13.10.3 Presentation of the findings from the impact evaluation phase to DWP staff.

13.11 Pricing should include costs associated with provision of anonymised dataset(s) in SAS and SPSS software formats if required by Authority at the end of the project. Any datasets transferred to the Authority should be labelled and accompanied by the syntax used for the creation of any derived variables, a suitable explanatory data dictionary.

13.12 Pricing should further incorporate the costs of project management and administrative support, including liaison with Digital team during the feasibility study and process mapping in Phase One.

13.13 For this bid evaluation, bidders are encouraged to propose and cost alternative and/or innovative methods for Phase One, these must be costed and further detailed in Attachment 4 – Pricing Schedule. The Authority will welcome proposals and costings for alternative and innovative methodologies for Phase Two in the costed research proposal for Phase Two to be produced upon completion of Phase One.

13.14 To provide a guide for the Authority for the pricing of the selected evaluation approach for Phase Two and any supplementary research the Supplier may decide is required during Phase One, so is for information only (it will not be evaluated or scored), bidders are also asked to separately provide unit costs for the following:

13.14.1 Unit cost for a telephone depth interview lasting maximum of 45 minutes with a OH provider, employer or employee. This includes sampling, recruitment, set up and running of interview, transcription and analysis of interview. Bidders are asked to separately cost for interview from DWP provided sample and a Supplier provided sample.

13.14.2 Unit cost for a face-to-face depth interview lasting maximum of 45 minutes. This includes sampling, recruitment, set up and running of interview, transcription and analysis of interview. Bidders are asked to separately cost for interview from a DWP provided sample and a Supplier provided sample.

13.14.3 Fieldwork costs (recruitment, set up and running of survey interview) of telephone survey with employers, with DWP provided sample, lasting maximum of 20 minutes for the following number of interviews:

13.14.3.1 500 interviews

13.14.3.2 1,000 interviews

13.14.3.3 3,500 interviews

13.14.4 Fieldwork costs (recruitment, set up and running of survey interview) of online survey with employers, with DWP provided sample, lasting maximum of 20 minutes for following number of interviews:

13.14.4.1 500 interviews

13.14.4.2 1,000 interviews

13.14.4.3 3,500 interviews

13.15 Prices are to be submitted by uploading your completed Attachment 4 via the e-Sourcing Suite.

14. STAFF AND CUSTOMER SERVICE

14.1 The Authority requires the Supplier to provide a sufficient level of resource throughout the duration of the Contract in order to consistently deliver a quality service.

14.2 The Supplier’s staff assigned to the Contract shall have the relevant qualifications and experience to deliver the Contract to the required standard.

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

15. service levels and performance

15.1 The Supplier will be expected to work closely with nominated officials in the Authority throughout both phases of the evaluation, keeping them informed of progress and involved in key decisions.

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

KPI/SLA	Service Area	KPI/SLA description	Target
Evaluation Phase One and Two			
1	Service Delivery	Adherence to the milestones	100%
2	Project Management	Attendance at all meetings as set out in the milestones	100%
3	Project Management	Weekly progress updates by email	98%
4	Project Management	Respond to queries within 48 hours	95%
5	Research outputs – proposal	Delivery of costed research proposal for Phase Two to the Authority within timeframe set out in the milestones. This proposal should be of a high-quality standard that outlines how they will effectively address the research questions and meet DWP requirements, including value for money	100%
6	Research outputs – research instruments/tools	Delivery of research instruments/tools within 1 working day of agreed delivery date. These should be of a high analytical standard and meet the requirements of the Authority.	100%
7	Research outputs – analysis	Robust analysis to be undertaken to high standard, meeting DWP requirements. All analysis should be quality assured before findings are submitted to the Authority.	100%

8	Research outputs - Reporting	Delivery of required reports/briefings/presentations to the Authority within timeframe set out in the milestones These should be of high quality and meet the requirements of the Authority including effectively addressing the agreed research questions.	100%

15.3 The Supplier's performance will be monitored and assessed through regular project update meetings with DWP Project Manager(s), review of progress against the agreed project timeline and through review of deliverable products. Any issues regarding performance will be raised by the DWP project manager(s).

15.4 The Supplier must ensure that they alert the Authority in advance of possible issues and provide a robust escalation procedure to help resolve any issues that may arise within project delivery. This should include the provision of a dedicated senior point of contact who can deal with and resolve such issues.

15.5 The Supplier shall ensure enough resource is allocated to the project and that they have options for the situation of staff absence or sickness.

15.6 If service failure issues arise, the Supplier shall be required to provide a full incident report, which describes the issues and identifies the causes. The Supplier will also be required to prepare a full and robust 'Service Improvement Action Plan', which sets out its proposals to remedy the service failure. The Service Improvement Plan shall be subject to amendment following a performance review meeting and agreed by both parties prior to implementation.

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

15.8 Where the Supplier fails to provide a Service Improvement Plan or fails to deliver the agreed Service Improvement Plan to the required standard the Authority reserve the right to implement the contract break clause following the completion of this phase. The Authority also reserves the right to seek early termination of the contract in accordance with the procedures set out in Attachment 6 – Contract Terms and Conditions.

15.9 In the event of poor performance during the feasibility study and process mapping phase the Authority also reserve the right to implement the contract break clause following completion of this first phase of the evaluation.

15.10 In the event of poor performance requires early termination of the Contract or the Supplier will ensure that all data and contact details are handed over to the Authority and they will collect the appropriate consent from participants to do this.

16. Security and CONFIDENTIALITY requirements

16.1 Suppliers must adhere to all appropriate security requirements. They will work with the DWP Project Manager to ensure all security procedures are in compliance with Departmental standards.

16.2 The Supplier must provide detailed plans for how they will ensure participant data will be securely received, stored and destroyed. They will have an up-to-date Information Security Questionnaire (ISQ), as required by departmental security protocols.

16.3 All fieldwork must be gathered, transported and stored securely. Any transfers to and from the Supplier to any subcontractors (for example, a transcription services provider) must also meet DWP standards, using PGP encryption software or equivalent.

16.4 All transfers of personal data to and from the Authority must meet the Authority's security standards as agreed in the Information Security Questionnaire (ISQ).

16.5 The Supplier must securely store data in accordance with the General Data Protection Regulation. The Authority requires details from the Potential Provider on how this will be undertaken.

16.6 The Supplier is required to provide assurance to the Authority that all data will be securely destroyed within a reasonable timeframe, as per current Data Protection Regulations, following completion of the project.

16.7 In the case where the Supplier's staff are working from home, the Authority may require sight of the Supplier's working from home policy.

17. payment AND INVOICING

17.1 Payment can only be made for the feasibility study and process mapping phase following the satisfactory delivery of pre-agreed certified products and deliverables. Payment milestones for the impact evaluation phase will be agreed following completion of the feasibility study and process mapping phase.

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

17.3 Invoices should be submitted to: SSCL, PO Box 406, Phoenix House, Celtic Springs, Newport NP10 8FZ. Electronic Invoices (attached to E-Mails) should be sent to APinvoices-DWP-U@gov.sscl.com

18. CONTRACT MANAGEMENT

18.1 The Authority intends to issue a single contract to cover both phases of the evaluation. The successful Supplier will be responsible for overall management of the project. Organisations are able to consider submitting consortium bids to ensure teams have appropriate skills and experience.

18.2 If a consortium is proposed for the evaluation, it is expected that the lead Supplier will take full responsibility for managing all subsequent relationships and work within the consortium to ensure a high-quality product is delivered. Responses must clearly indicate how the consortium would operate and how relationships will be effectively managed to ensure a cohesive project.

18.3 Attendance at Contract Review meetings shall be at the Supplier's own expense.

19. Location

19.1 The Supplier will be based in their offices but will be expected to attend Project Management meetings, including, if required travel to DWP Offices (London, Leeds or Sheffield). On-line meetings will be used where practicable.

19.2 The specific location(s) where the intervention will be trialled is yet to be confirmed but will likely take place in England.

19.3 The Supplier will therefore be expected to undertake evaluation activity in these locations.

19.4 All data processing, management and analysis will be undertaken in the United Kingdom. All servers must be located within the United Kingdom.

SUPPLIER PROPOSAL - REDACTED