

LETTER OF APPOINTMENT AND CONTRACT TERMS

Part 1: Letter of Appointment



Department for
International Trade

Dear Sirs

Letter of Appointment

This letter of Appointment dated 30 November 2021, is issued in accordance with the provisions of the DPS Agreement (RM6018) between CCS and the Supplier.

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

Order Number:	CR_1570
From:	The Secretary of State for the Department for International Trade ("Customer")
To:	Kantar Public UK Limited 6 More London Place London SE1 2QY ("Supplier")

Effective Date:	01 st December 2021
Expiry Date:	End date of Initial Period: 01 st August 2023 End date of Maximum Extension Period: 01 st August 2024 Minimum written notice to Supplier in respect of extension: 30 working days

Services required:	Set out in Section 2, Part B (Specification) of the DPS Agreement and refined by: the Customer's Project Specification attached at Annex A and the Supplier's Proposal attached at Annex B of this Letter of Appointment
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Key Individuals:	[This text has been redacted]
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Contract Charges (including any applicable discount(s), but excluding VAT):	<p><i>Wave 7 maximum cost: £324,798.71</i></p> <p>[This text has been redacted]</p> <p>Payment will be made in accordance with the terms of the Contract including the Project Specification.</p> <p>For a full breakdown of costs please refer to Annex 1 of Schedule 6 of the Contract Terms.</p> <p>If the Customer exercises its option to extend the Contract for wave 8, the Supplier's costs set out in Annex 1 to Schedule 6 of the Contract Terms will apply.</p>
Insurance Requirements	The Supplier shall hold and maintain the insurances required pursuant to Clause 10.8 of the DPS Agreement. No additional insurances are required.
Liability Requirements	<p>Suppliers limitation of Liability (Clause Error! Reference source not found. of the Contract Terms)</p> <p>For the purposes of each of the following clauses, the maximum amount that the Supplier can be liable for shall be:</p> <p>(a) £406,250.00 in respect of clause 18.2.1;</p> <p>(b) £406,250.00 in respect of clause 18.2.2; and</p> <p>(c) £406,250.00 in respect of clause 18.2.3.</p>
Customer billing address for invoicing:	[This text has been redacted]

GDPR	See Schedule 7 of the Contract Terms (Processing, Personal Data and Data Subjects)
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Alternative and/or additional provisions (including Schedule 8(Additional clauses)):	None
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FORMATION OF CONTRACT

BY SIGNING AND RETURNING THIS LETTER OF APPOINTMENT (which may be done by electronic means) the Supplier agrees to enter a Contract with the Customer to provide the Services in accordance with the terms of this letter and the Contract Terms.

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

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

For and on behalf of the Supplier:

For and on behalf of the Customer:

Name and Title:

[This text has been redacted]

Name and Title: [This text has been
redacted]

Signature:

[This text has been redacted]

Signature:

[This text has been redacted]

Date: 30.11.2021

Date: 7.12.2021

ANNEX A

Customer Project Specification

1. Background

As part of the government effort to support UK exports, the Department for International Trade (DIT) 'The Customer' needs to develop a strategic and evidence-based understanding of how UK businesses think and behave around exporting. The National Survey of Registered Businesses (NSRB) forms a key part of this.

The annual National Survey of Registered Businesses (NSRB) provides unique measures of UK businesses' exporting behaviours, plans and attitudes, alongside insights into the perceived barriers to exporting. The survey was originally established primarily as an evaluation tool for the Exporting is Great (EiG) campaign. The survey has been carried out 5 times already (5 waves) and the sixth wave is currently being conducted. Since Wave 5, the focus of the survey has evolved beyond campaign evaluation to provide a broader evidence base for the Authority around exporting behaviour among UK businesses.

The main purpose of the NSRB is to;

Provide a robust and comprehensive evidence base on the exporting behaviours and attitudes of UK businesses, for use across government and externally (the NSRB is the single most credible source on this topic).

Evaluate outcomes of domestic marketing campaigns where appropriate when domestic campaigns are live.

The NSRB is led by the Customer and is fed into by a cross-government advisory group.

Five waves have been completed to date: Wave 1 in October 2015; Wave 2 in April 2016; Wave 3 in August 2017; Wave 4 in October 2018; Wave 5 through 2020. Wave 6 is currently underway in 2021. Wave 1 took place before the start of the EiG campaign. Successive waves were timed to coincide with bursts of campaign activity before a quarterly approach was adopted for Wave 5.

From Wave 5 onwards, fieldwork has been conducted on a quarterly basis throughout the year with 750 interviews completed each quarter. In Wave 5, quarters 3 and 4 were combined to be conducted Oct-Dec 2020. In Wave 7, we expect 4 quarters to be in line with Wave 6 and as outlined in the timetable set out in section 6 below.

The latest published survey (Wave 5) is available here: <https://www.gov.uk/government/statistics/dit-national-survey-of-registered-businesses-exporting-behaviours-attitudes-and-needs-2020>

2. Requirement

2.1 The requirement is for a supplier to deliver Wave 7 of the Customer's National Survey of Registered Businesses (NSRB). This will involve providing survey data to understand UK businesses' behaviours and attitudes around exporting and how these change over time.

The Department for International Trade (DIT) 2021 to 2022 Outcome Delivery Plan ¹ sets out an ambitious set of trade and investment objectives for the year ahead focused on achieving four priority outcomes:

¹ See: <https://www.gov.uk/government/publications/department-for-international-trade-outcome-delivery-plan/dit-outcome-delivery-plan-2021-to-2022>

1. secure world-class free trade agreements (FTAs) and reduce market access barriers, ensuring that consumers and businesses can benefit from both.
2. deliver economic growth to all the nations and regions of the UK through attracting and retaining inward investment.
3. support UK business to take full advantage of trade opportunities, including those arising from delivering FTAs, facilitating UK exports.
4. champion the rules-based international trading system and operate the UK's new trading system, including protecting UK businesses from unfair trade practices.

UK businesses are a key stakeholder group and the NSRB is a tool to enable their views to be considered during the policy making process and in development of communications. The supplier will be required to have an awareness of these priorities and experience in conducting quality interviews with UK businesses.

Four quarters of fieldwork will take place during 2022 and a final publishable report produced by spring 2023.

Subject to satisfactory review by the Customer of Wave 7 delivery, there may also be the opportunity to extend this Contract to cover the delivery of Wave 8. Wave 8, if undertaken, will have substantially the same scope as wave 7. As with wave 7 the core element would go ahead with the Customer having the option of additional campaign evaluations each quarter.

Across all elements of the requirement, the supplier must ensure continuity of the project in terms of output and data comparability; and mitigate any elements that might pose a threat to data or deliverable continuity.

The Customer is committed to ensuring all of its contracts bring wider social value and require the supplier to have demonstrated how they will achieve this in their Tender. The supplier will be required to meet the commitments it has made in its action plan based on one of the 5 Social Value themes submitted in their Tender within their response to C01 Social Value. The Customer's contract manager and the supplier shall agree a Social Value KPI based on the supplier's response to C01 on contract award and the supplier will be expected to meet that KPI in accordance with the performance management framework outlined in section 9 below.

2.2 Questionnaire.

2.2.1 The Wave 7 questionnaire is expected to remain broadly in line with previous surveys (less than 25% change). A copy of the Wave 5 questionnaire can be found in the Wave 5 technical report.² The Wave 6 questionnaire will be available to the supplier once the Contract has been awarded and signed. Changes to the questionnaire relative to the previous wave will be decided by the Customer's project team, with input from the cross-government advisory group, and then communicated to the supplier. This will take place during the questionnaire development stage.

2.2.2 The questionnaire will remain largely aligned between each NSRB quarter, due to the need to track changes over time. However, some changes to some questionnaire items may need to be made, in line with changing departmental needs and wider context and the supplier will be required to be able to accommodate these changes (approximately, less than 10% quarter by quarter change).

2.2.3 The questionnaire covers the following broad topics:

- Firm demographics (inc. sector, turnover, no. of employees)

²https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/994096/dit-national-survey-of-registered-businesses-exporting-behaviours-attitudes-and-needs-2020-technical-report-wave-5.pdf

- Attitudes towards growth, innovation and exporting
- Exporting status – goods and services (for both firms based in Great Britain, and Northern Irish firms)
- Exporting behaviour – passive/active exporting, markets, impact of covid on exports
- Barriers to exporting
- Future export plans
- Export support, advice and information
- Campaign awareness

2.2.4 Since Wave 5, the questionnaire has adopted a modular approach for some questions. For example, the barrier questions rotate between two question sets every other year and some lower priority questions have been reduced to half sample. This is expected to continue in Wave 7.

2.2.5 The questionnaire takes approx. 20 mins to complete and the Customer does not expect the core questionnaire for Wave 7 to be substantially longer. This core questionnaire does not include the need to show campaign materials.

2.2.6 Campaign materials were shown in earlier waves but not Wave 6. In Wave 7, the Authority may have this requirement and so require costings for an additional 5-10 minutes of questionnaire length to cover specific campaign questions and to show campaign visuals to measure campaign awareness. In previous waves, and other Customer Comms surveys, respondents have been asked to view a website with the campaign images on. The Customer is happy to proceed with this methodology but will consider alternative methodologies. The Authority requires the ability to switch this additional module on or off on a quarterly basis and be able to update questions as necessary.

2.2.7 The supplier will be required to provide development support and cognitive and pilot testing where necessary for all new and revised questions. The Customer will consider suggestions from the supplier on how to improve the questionnaire.

2.2.8 The questionnaire is designed to be conducted by telephone interviews and the Authority requires rigorous testing if there were changes to the methodology to ensure questions were still interpreted in the same way.

2.3 Data.

2.3.1 Sample

- 1.1.1. The survey's sample will be made up of the senior decision makers (e.g, Managing Director, CEO, etc) of selected firms.
- 1.1.2. The selected firms in the sample will be drawn from the Inter-Departmental Business Register (IDBR), which is held by the Office for National Statistics (ONS).
- 1.1.3. The sample structure will likely match that of Wave 5, with oversampling of businesses with a turnover of £500k+, and of businesses in Scotland, Wales and Northern Ireland. This is to allow for a more robust sub-sample analysis of these groups. In practice, this will mean that around 70% of the sample will be made up of businesses with a turnover of £500k+ and that each devolved nation will have a target of around 200 achieved interviews.
- 1.1.4. The NSRB uses a quota sampling approach. The Authority will draw a stratified random sample of businesses from the IDBR, which will then be

issued securely to the supplier. The supplier will then recruit from the issued sample according to a quota system, until the desired achieved sample is complete.

- 1.1.5. The supplier is required to carry out the quota sampling so as to ensure that key sub-groups are statistically representative of the relevant sub-population to allow for comparison. For example, the Scottish sub-sample must be representative of businesses in Scotland across turnover, employee numbers, etc, so as to allow for robust comparison with businesses in England, Wales and Northern Ireland. The sub-sample of businesses with an annual turnover below £500k will need to be representative of the sub-£500k business population across the UK.
- 1.1.6. The Customer will supply contact telephone numbers for some of the issued sample from the IDBR. Based on Wave 5, this is likely to be for around 20% of the issued sample, as contact data is not collected or held systematically within the IDBR.
- 1.1.7. As the Customer requires telephone contact to be made with all participants, the supplier will be required to source contact telephone numbers for the portion of the issued sample that do not have one supplied from the IDBR.
- 1.1.8. For Wave 7, the Customer expects to issue c.150,000 records from IDBR and expects approx. 20% to have useable numbers. Details of records and useable numbers for Wave 5 can be found in the Wave 5 technical report. In Wave 5, there was an additional sample for a segmentation experiment that will not be repeated in Wave 7, and so for Wave 7 the issued sample is lower than Wave 5.
- 1.1.9. The selected IDBR records will be issued in a single batch from the Customer to the supplier prior to the start of Wave 7 and, if applicable, Wave 8.
- 1.1.10. The Customer requires the final achieved (unweighted) sample for Wave 7 to consist of at least 3,000 achieved interviews, in line with Waves 5 and 6. The Customer requires 750 interviews to be achieved at each of the four quarters.
- 1.1.11. The Authority requires consistency with wave 5 and 6 in how the sample is selected and how quotas and weights are applied so that the data can be used for tracking purposes.

2.3.2 Fieldwork.

- 1.1.12. The supplier will be required to undertake four quarterly periods of fieldwork taking place at regular three month intervals spaced throughout the calendar year, each collecting 25% of the total achieved sample. That is, 750 interviews a time.
- 1.1.13. In line with previous waves, data collection is expected to be carried out using the Computer Assisted Telephone Interview (CATI) method. If the supplier proposes a change to this methodology, the supplier must make it clear in their proposal how data consistency will be validated. The Customer requires businesses to be contacted by telephone in the first instance to authenticate who they are.
- 1.1.14. In Wave 7, the Customer requires an additional module for the final part of the survey which involves the interviewer asking the respondent to go to a website in order to view campaign materials. At Wave 5, this was only included in Q1

and has not been included in Wave 6. Around half of the respondents dropped out when asked to access the website, with the remaining half going on to complete this section. The Customer welcomes the supplier's suggestions for improving this and reducing drop outs.

- 1.1.15. In previous waves, campaign materials have consisted of screens showing either visual or audio versions of campaign advertising. These screens previously contained composite images of a range of still images, an audio player dialogue, and a single image. The Customer expects any future inclusion of this section to include a similar range of campaign materials.
- 1.1.16. The Customer requires the option to choose on a quarter by quarter basis whether to include the online campaign awareness module. If the Customer exercises this option, the Customer will require suggestions from the supplier for evaluating campaign materials, noting that there is no requirement to preserve historical tracking data.
- 1.1.17. The average interview length across all respondents at Wave 5, including those who did complete the online campaign section in Wave 5 Q1, was between 21 and 23 minutes. The Customer expects the Wave 7 core questionnaire to take approx. 20 minutes to complete. The Customer expects the optional campaign evaluation module to take approx. 5 mins to complete.

2.3.3 Analysis

- 1.1.18. The NSRB is designated as official statistics of the United Kingdom of Great Britain and Northern Ireland. As such, the analysis must adhere to the standards and practices laid out in the Code of Practice for Official Statistics, published by the UK Statistics Authority.
- 1.1.19. Due to the design of the sample, the dataset needs to be weighted in order to be representative of the wider population of UK businesses. Weighting will be based on employee numbers, turnover, industry sector, and geographical region. The Customer will supply data counts for the breakdown across these variables of all businesses in the IDBR.
- 1.1.20. The supplier will be required to calculate three (3) sets of weighting to be used during the analysis:
 - Total business weight, based on the total count of businesses in the IDBR.
 - £500k + business weight, based only on businesses within the IDBR with an annual turnover of £500,000 or greater.
 - Sub £500k business weight, based only on businesses within the IDBR with an annual turnover of less than £500,000.

2.4 Reporting.

2.4.1 Key findings presentation

- 1.1.21. The purpose of the key findings presentation is to provide the headline results and campaign metrics to key stakeholders in advance of the final report. This is to inform the Customer's business planning in Q4 of the financial year, which should inform the timing of the key findings presentation.
- 1.1.22. One presentation is required, ideally in person in London at the Customer's office. This must be of a high standard as it is a senior internal audience.

2.4.2. Report

- 1.1.23. The report will be required to be made up of two (2) components;
- The main report.
 - The technical report.
- 1.1.24. Both the main report and technical report will be written by the supplier and reviewed by the Customer. The supplier will need to allow for resource to incorporate multiple rounds of feedback from the Authority before delivering the final report. Both the main and technical report will be published by the Customer and must comply with government and the Customer's accessibility requirements as well as usual guidelines. The Customer will provide accessibility guidelines to the supplier at the relevant time.
- 1.1.25. The main report and technical report must be delivered by the supplier on an agreed date which will be determined by the timescales for publication on a set date.
- 1.1.26. The Customer requires a high standard for this report.

2.4.3 Data tables

- 1.1.27. The supplier will produce data tables, which are published alongside the report. These contain an overview of the data for each questionnaire item, including the data for previous waves of the NSRB where this is available.
- 1.1.28. Data tables must be provided quarterly for the quarter and year to date. These are not published and the supplier can suggest the format for the data tables, however they must be usable by the Customer.
- 1.1.29. At the end of the year, the supplier will be required to produce data tables that are published on gov.uk.
- 1.1.30. The Customer also requires midyear data tables after Q2 that combine Q3 and Q4 from Wave 6 with Q1 and Q2 in Wave 7. If the contract is extended to cover Wave 8, the Authority will require another midyear set after Q2 in Wave 8.
- 1.1.31. The supplier will be required to prepare the data tables that will be published in accordance with publishable accessibility guidelines, which includes ensuring the tables have a cover page and no blank cells. The Customer will provide accessibility guidelines to the supplier at the relevant time.

2.4.4 Additional querying of the data

- 1.1.32. Throughout the analysis and reporting period, and especially prior to delivery of the full dataset, the Customer may make additional ad-hoc requests for analysis of the data according to operational business needs. The supplier will be required to comply with all reasonable requests of this nature.

3. Deliverables

The supplier will be required to deliver the following:

3.1 Meetings & progress reports

- Set up / kick off meeting to confirm methodology for delivery of the requirements and introduce the project team. This can be face to face or via MS Teams.

- agree the risk register provided as part of the Tender with the Authority and keep up to date during the Contract period.
- Provide weekly fieldwork progress reports.
- Provide regular team up dates via email/ MS teams including but limited to providing updates on the outcomes of testing, any issues or complaints and any upcoming staff leave.
- Maintain an up to date project plan throughout the project demonstrating whether project milestones are on track & being met. Changes to any of the project milestones in the project plan set out in Annex 1 to Schedule 2 of the Contract Terms shall only be made in accordance with Clause 9 of the Contract Terms.

3.2 Questionnaire

Following input from the Customer (more details may be found on the scope of input in the dependencies section below), the supplier will deliver a technical draft of the questionnaire complete with detailing of the routing and logic, and with completed cognitive/pilot testing as needed on any new or changed items. This draft needs to be reviewed and approved by the Customer before fieldwork can begin. This document needs to be approved by the Customer at the start of each quarter. This needs to be suitable to be included in the published technical report and will need to comply with the Customer's accessibility guidelines. The Customer will provide accessibility guidelines to the supplier at the relevant time.

3.3. Data

- The supplier will transfer the full, anonymised respondent-level dataset to the Customer, complete with the calculated weighting variables for each of the four fieldwork periods and for the full year.
- Historically the dataset has been supplied to the Customer as an SPSS data file. The supplier may propose either this or another suitable format that is agreed by the Customer.

3.4 Data tables

- For each of the four quarters, two sets of data tables are required;
 - a. Based on the total business population weighting
 - b. Based on the £500k+ business population weighting
- The £500k+ data tables will need to contain multiple versions of each table, giving the breakdown of each question across key variables (e.g, industry sector).
- Data breaks will need to be discussed and agreed with the Customer and will need to be consistent with the definitions used in previous waves.
- These tables do not need to be of publishable quality and can be in the format generated by the supplier's own data processing software, rather than in the same bespoke format as the published tables.

- Publishable quality data tables that confirm to accessibility standards need to be provided at two points for each wave. Once for the total combined sample for Wave 7 and for the midyear rolling 12 month data for Wave 6 Q3 and 4 and Wave 7 Q1 and 2. The Authority will provide accessibility guidelines to the supplier at the relevant time.

3.5 Reporting.

3.5.1 Key findings presentation

The supplier will deliver a PowerPoint slide deck of the Wave 7 key findings and give in person a presentation of this at the Customer's London office for key internal stakeholders. This presentation must be c. 1 hour in length with a detailed overview of the key findings from the whole wave.

3.5.2 Quarterly topline report / debrief

Each quarter, the Supplier will provide a PowerPoint (or similar) report/presentation of the key findings for that quarter based on the data that quarter.

3.5.3 Publishable Report & Technical Report

- The key deliverable of the NSRB is the report, which is published as official statistics. As such, the report must adhere to the standards and practices laid out in the Code of Practice for Official Statistics, published by the UK Statistics Customer.
- The report is made up of two (2) components;
 - The main report.
 - The technical report.
- Both the main report and technical report must be delivered in both MS Word and PDF format. These must meet the requirements of the Public Sector Bodies (Websites and Mobile Applications) (No. 2) Accessibility Regulations 2018.
- The main report must be similar in length to the wave 5 report (around 70 pages).
- The body text and any data visualisations in the main report and technical report will be created by the supplier under the Customer's direction, in line with stakeholder needs and the intended audiences, and in line with government accessibility requirements.
- The Customer expects to review and comment on the report in multiple rounds and the Authority will give the final sign off on the report.

3.5.4. Additional querying of the data

Throughout the analysis and reporting period, and especially prior to delivery of the full dataset, the Customer may make additional ad-hoc requests for analysis of the data according to operational business needs. The Supplier will be required to comply with all reasonable requests of this nature.

4. Service Specifications

4.1. The supplier will need to be an experienced provider of quantitative research with UK businesses, be able to meet the methodological challenges and to provide the deliverables according to the agreed project timetable. This will involve the capacity to:

- Advise on questionnaire design, and to carry out cognitive/pilot testing of any new or significantly amended items.
- Source contact telephone numbers for the portion of the issued sample that do not have a contact telephone number listed within the IDBR.
- Use appropriate software to program the questionnaire in order to carry out Computer Assisted Telephone Interviews or suggest an alternative approach.
- Carry out fieldwork in a timely and methodologically robust manner with appropriate quality controls.
- Carry out analysis of the data and production of deliverables.

4.2. This research will involve data that will require special handling. The supplier must:

- Adhere to the procedures outlined by the ONS for the handling of data from the Inter-Department Business Register (IDBR).
- Have the capacity to securely store and transfer data.
- Ensure that only named individuals agreed with the Authority have access to the data and deliverables.

4.3. In line with HM Government's Cyber Essentials Scheme, the supplier will be required to hold a valid Cyber Essentials Scheme certification and hold ISO27001 or an internationally recognised equivalent, on the systems used to deliver the Services under this Contract or have achieved ISO 27001 or an internationally recognised equivalent before the Authority passes any IDBR data to the supplier.

4.4. The Authority reserves the right to carry out assurance post Contract award in line with the risk assessment frameworks ISO27005 and NIST 800-53. Where risks are identified by the Authority during the assurance process, the supplier shall implement mitigating actions agreed with the Authority.

4.5. The Authority will require evidence to be provided as part of any assurance carried out in accordance with paragraph 6.1 above that either:

- (i) any systems used to deliver the Services under this Contract have undergone recent penetration testing, within the past 6 months; or
- (ii) the supplier will undertake penetration testing on the systems used to deliver Services under this Contract prior to the Authority sharing the IDBR sample with the supplier.

4.6. The Authority will also require evidence to be provided as part of any assurance carried out in accordance with paragraph 4.26 that any data processed as part of the delivery of the Contract will be hosted in the United Kingdom or European Union.

4.7. Where the supplier intends to sub-contract any part of the requirement, the minimum cyber security requirements, as set out in paragraphs 6, 6.1, 6.2 and 6.3 must be transferred through the supply chain. No sub-contract can be awarded until the sub-contractor has demonstrated to the supplier that it has met the minimum standards required.

5. Dependencies

5.1 Advisory group to feed in on questionnaire and deliverables. The advisory group, composed of key stakeholders from across Whitehall, will need to feed in on the content of the questionnaire and final deliverables before these can be finalised. The Authority will relay this input back to the supplier at appropriate points in the project.

5.2 The Authority to supply issued sample. The issued sample is drawn from the Inter-Departmental Business Register (IDBR), which is only accessible to accredited government analysts. The Authority's analysts will therefore need to access the IDBR in accordance with the Service Level Agreement between the Authority and ONS, draw the issued sample and securely transfer it to the supplier before fieldwork can start.

6. Timetable

All deliverables are required by May 2023, to allow for publication by June 2023.

Timeline for wave 7 (4 fieldwork periods of 750 responses each):

Project commissioned	November 2021
Questionnaire design and cognitive testing	December 2021
Q1 Fieldwork complete	March 2022
Q1 Dataset delivered	April 2022
Q1 Topline report/debrief delivered	April 2022
Q2 Fieldwork complete	June 2022
Q2 Dataset delivered	July 2022
Q2 Topline report/debrief delivered	July 2022
Mid year (Jan-June) publication-ready accessible tables (W7Q1&Q2) delivered	July 2022
Q3 Fieldwork complete	September 2022
Q3 Dataset delivered	October 2022
Q3 Topline report/ debrief delivered	October 2022
Q4 Fieldwork complete	December 2022

Q4 Dataset delivered	January 2023
W7 (Q1-Q4) Full dataset delivered	February 2023
W7 (Q1-Q4) Data tables delivered	February 2023
Wave 7 (Q1-Q4) Key findings presentation delivered	February 2023
Wave 7 draft report delivered	March 2023
Wave 7 Final report delivered	April 2023
Wave 7 Publication and publication day presentation	May 2023

7. Personnel

7.1 The supplier will be required to provide individuals that fulfil the following key roles to deliver the project:

Project Director	The Project Director cannot be replaced until completion.
Director Level Cover	The supplier must provide uninterrupted senior level cover . There must therefore be a named individual who remains closely engaged throughout the project, and who can supply director level cover should the Project Director be unavailable for any reason for any given period of time.
Core Delivery Team	The supplier to provide named individuals who will make up the core delivery team. The supplier will be required to update the Authority on leave and cover arrangements as appropriate.

8. Governance

8.1 The supplier will be required to attend the meetings and submit the progress reports outlined in the below table.

Meeting/report	Content	Frequency	Format
Kick-off meeting	Project planning	1 meeting at project initiation	Face to face/ MS Teams
Performance Review Meetings	Contract performance	1 meeting at project mid-point (August 2022), 1 at project conclusion	Face to face/ MS Teams
Progress Reports	Fieldwork progress	Weekly during fieldwork	Spreadsheet

Project updates	Project progress	As needed, expected weekly	MS Teams/ e-mail
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9. Performance Management

9.1. The following definitions will apply in this section:

“KPI” means a call-off key performance indicator as set out in the KPI table below

9.2. As part of the Customer’s continuous drive to improve the performance of all suppliers, this Performance Management Framework (PMF) will be used to monitor, measure and control all aspects of the successful supplier’s performance of its contract responsibilities.

9.3 KPI’s shall be monitored at every project update meeting, which are to be held as needed, expected on a weekly basis, and shall form part of the contract performance review project meetings. Any KPI measured to be Red or Amber by the Authority will result in an open discussion with the Authority to agree an action plan during the meeting. Following the meeting the supplier will be expected to draft up the action plan and share it with the Authority for sign off, prior to the supplier commencing the actions agreed in the plan. The action plan must consist of the remedial work to be conducted by the supplier to increase their performance to a Green status within two (2) weeks of a signed off action plan and must also detail clear proposals for mitigating against such risk arising again.

9.4 The supplier must deliver its obligations under the action plan within two (2) weeks of the action plan being signed off by the Authority.

9.5 If an action plan cannot be agreed, the Authority will work with the supplier to resolve any issues to allow for an action plan to be agreed. The Authority may, in the event of a failure to reach agreement on the action plan cancel provision of all Services under the Contract on 30 days' notice to the supplier in accordance with Clause 9.8 of the Contract Terms.

Metric	KPI	What information is required to measure this KPI?	How will the KPI be measured?	Red	Amber	Green
Contract management	KPI 1 – prompt response to queries	Queries asked by the Authority of the supplier are responded to within the timescale indicated.	Responses are received within 2 working days, via face to face meeting, email or telephone. If the response requires more time, then a holding email is sent within 2 working days to show that the query has	Queries are not responded to/acknowledged within 2 working days. Responses are not satisfactory and do not address the questions.	Queries are responded to within 2 working days, but frequently with holding emails where the Authority deems this to not be necessary. Queries address questions, but frequently contain	Queries are responded to promptly and are satisfactory, providing well thought out answers to any questions.

			been acknowledged and is being worked on, and giving the estimated response time.		minor inaccuracies, are incomplete, or require further queries.	
Delivery	KPI 2 – questionnaire delivery	Questionnaire is developed within agreed timescale.	Questionnaire is completed leaving sufficient time for any scripting required before cognitive/pilot testing and fieldwork.	Delays in questionnaire development impinge on time set aside for cognitive testing or fieldwork, without robust explanation	Questionnaire is completed on time, but without all desired changes being made, or without cognitive/pilot testing being carried out to the required standard	Questionnaire is completed on time and to the required standard approved by the Authority.
Quality	KPI 3 – fieldwork quality	Fieldwork meets the standards agreed and provides reliable data.	Fieldwork proceeds as expected, with minimal additional input required from the Authority. Potential issues with fieldwork are flagged and fixed as soon as they arise.	Fieldwork produces poor quality data due to difficulties completing the work by the supplier, and the Authority deems that not all reasonable efforts have been made to avoid this. Intervention is required.	Fieldwork produces or is considered likely to produce poor quality data, and the supplier works with the Authority at the earliest opportunity to remedy this.	Fieldwork is completed in the way that has been agreed with the Authority, and produces good quality data.
Social Value	KPI 4 – Social Value This KPI is to be agreed on contract award between the contract manager and the supplier based upon the successful tenderer's					

	response to C01.					
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9.6. Milestone Acceptance Criteria

1. The Authority shall issue Milestone payments upon the supplier meeting the Milestone Acceptance Criteria (MACs) set out below. MACs shall be monitored on a regular basis and shall form part of the contract performance review within monthly project meetings. The supplier shall flag any risk to meeting a Milestone delivery date to the Authority as soon as it becomes aware of such risk and shall discuss with the Authority its proposals for mitigating against such risk arising.
2. Any performance issues highlighted in the monthly meetings will be addressed by the supplier, within 14 working days of the identified MAC failing to be met. Any MAC failing to be met by the supplier will result in payment not being issued by the Authority.
3. Once a MAC for a Milestone has been 'Met' to the Authority's satisfaction, the Authority shall issue the supplier with a confirmation email to confirm that the Milestone Acceptance Criteria has been met to its satisfaction. Payment for the completed Milestone shall be made by the Authority following the issuing of the Authority's confirmation email.
4. MACs are essential in order to align the successful Tenderer's performance with the requirements of the Authority and to do so in a fair and practical way. MACs have to be met otherwise indicating that the service is failing to deliver.

Milestone	Releases	Milestone Acceptance Criteria
Quarter 1	first payment	<ul style="list-style-type: none"> • Questionnaire is developed on time and to the required standard approved by the Authority. • Delivery of each quarter to the timetable in this specification. • Total sample size of 750 respondents achieved, in line with the specified sample structure and sub-sample quotas. • Fieldwork completed on time • Delivery of the data tables on the agreed date each quarter • All agreed excel tables are provided on time. • Meets expectations, the data tables are accurate and in the agreed format.
Quarter 2	Second payment	<ul style="list-style-type: none"> • Questionnaire is developed on time and to the required standard approved by the Authority. • Delivery of each quarter to the timetable in this specification. • Total sample size of 750 respondents achieved, in line with the specified sample structure and sub-sample quotas. • Fieldwork completed on time • Delivery of the data tables on the agreed date each quarter • All agreed excel tables are provided on time. • Meets expectations, the data tables are accurate and in the agreed format

Mid year table publication	Third payment	<ul style="list-style-type: none"> • Delivery of publishable data tables produced midyear on agreed date. • All agreed excel tables are provided on time. • Meets expectations, the data tables are accurate and in the agreed format for publishing.
Quarter 3	Fourth payment	<ul style="list-style-type: none"> • Questionnaire is developed on time and to the required standard approved by the Authority. • Delivery of each quarter to the timetable in this specification. • Total sample size of 750 respondents achieved, in line with the specified sample structure and sub-sample quotas. • Fieldwork completed on time • Delivery of the data tables on the agreed date each quarter • All agreed excel tables are provided on time. • Meets expectations, the data tables are accurate and in the agreed format
Quarter 4	Fifth payment	<ul style="list-style-type: none"> • Questionnaire is developed on time and to the required standard approved by the Authority. • Delivery of each quarter to the timetable in this specification. • Total sample size of 750 respondents achieved, in line with the specified sample structure and sub-sample quotas. • Fieldwork completed on time • Delivery of the data tables on the agreed date each quarter • All agreed excel tables are provided on time. • Meets expectations, the data tables are accurate and in the agreed format.
Final report and data tables; presentation of results	Sixth payment	<ul style="list-style-type: none"> • Delivery of the final reports ready for publishing on gov.uk on the agreed date during 2023. • Reports meets expectations, reports are accurate and well written. Meet all publishing and accessibility guidelines. • Data file is provided on time for the agreed date. • Data tables meet expectations, the data and weighting variables are accurate and the file is in the agreed format. • Presentation to stakeholders

ANNEX B

Supplier Proposal

[This text has been redacted]

Part 2: Contract Terms

Please refer to National Survey Registered Businesses Wave 7 RM6018 Contract Terms.