

## **DPS FRAMEWORK SCHEDULE 4: LETTER OF APPOINTMENT AND CONTRACT TERMS**

### **Part 1: Letter of Appointment**

Dear Sirs

#### **Letter of Appointment**

This letter of Appointment dated Tuesday 23<sup>rd</sup> March 2021, is issued in accordance with the provisions of the DPS Agreement (RM6018) between CCS and the Supplier.

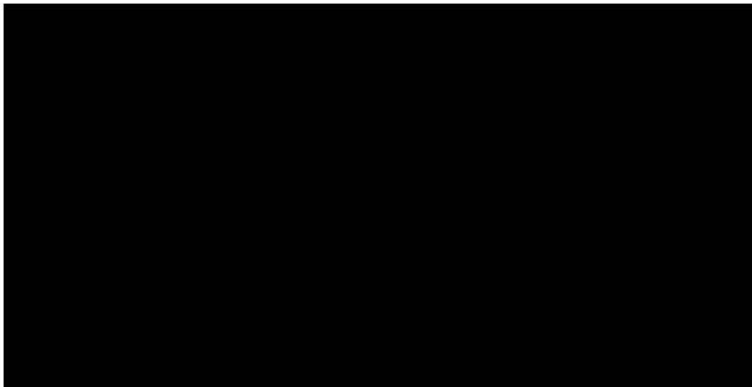
Capitalised terms and expressions used in this letter have the same meanings as in the Contract Terms unless the context otherwise requires.

Order Number:	CR20101
From:	The Department for Business, Energy, and Industrial Strategy (BEIS). 1 Victoria Street, Westminster, London, SW1H 0ET ("Customer")
To:	Technopolis Limited, 3 Pavilion Buildings, Brighton, BN1 1EE ("Supplier")

Effective Date:	Tuesday 23 <sup>rd</sup> March 2021
Expiry Date:	Friday 29 <sup>th</sup> March 2024
Notice Period for cancellation	30 days

Services required:	Set out in Section 2, Part B (Specification) of the DPS Agreement and refined by: <ul style="list-style-type: none"><li>· the Customer's Project Specification attached at Appendix A and the Supplier's Proposal attached at Appendix B</li></ul>
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Key Individuals:	
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Contract Charges (including any applicable discount(s), but excluding VAT):	<p>£169,050.00 ex VAT in alignment with Schedule 2 and Annex 1 of the CR20101 Contract Terms. For the avoidance of doubt, the Contract Charges shall be inclusive of all third-party costs.</p>  <p>Total Charges 100% £169,050.00 (excluding VAT)</p>
Insurance Requirements	<p>Additional professional indemnity insurance adequate to cover all risks in the performance of the Contract with a minimum limit of indemnity of £1 million for each individual claim.</p> <p>Product liability insurance cover all risks in the provision of Deliverables under the Contract, with a minimum limit of £5 million for each individual claim.</p>
Liability Requirements	<b>Suppliers limitation of Liability</b> (Clause 18.2 of the Contract Terms);
Customer billing address for invoicing:	UKSBS C/O The Department for Business, Energy, and Industrial Strategy (BEIS), Queensway House, Billingham, TS23 2NF. <a href="mailto:ap@uksbs.co.uk">ap@uksbs.co.uk</a>
GDPR	Contract Terms Schedule 7 (Processing, Personal Data and Data Subjects) Annex A

## **FORMATION OF CONTRACT**

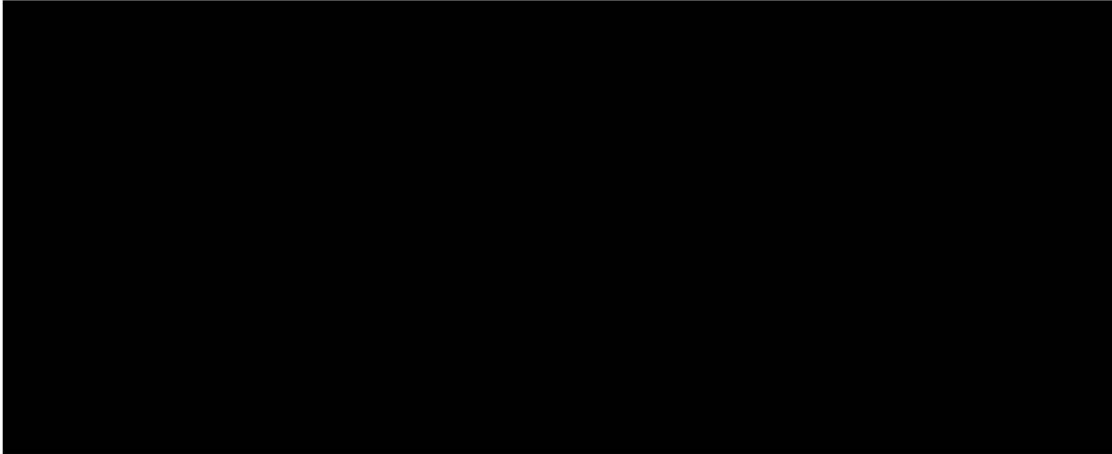
**BY SIGNING AND RETURNING THIS LETTER OF APPOINTMENT (which may be done by electronic means) the Supplier agrees to enter a Contract with the Customer to provide the Services in accordance with the terms of this letter and the Contract Terms.**

**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:**



## APPENDIX A

### Customer Project Specification

[University Enterprise Zones \(UEZs\)](#) are specific geographical areas where universities and business work together to increase local growth and innovation.

The zones aim to:

- encourage universities to strengthen their roles as strategic partners in local growth to engage with Local Enterprise Partnerships (LEPs), building on existing capabilities and partnerships
- stimulate development of incubator or 'grow-on' space for small businesses in locations that encourage businesses to interact with universities and to innovate

UEZs have access to business support packages and the specialist facilities and expert knowledge offered by universities. They also work with the [Department for International Trade \(DIT\)](#) to promote inward investment.

The precise role of Government in this context was to provide capital funding for incubator/grow on space and provide support for the investment proposition. This project is the final evaluation of the University Enterprise Zones (UEZ), and it will run between 2021-2024

The pilot comprises of five University zones. These are:

- Bradfield Centre (Cambridge)
- Ingenuity Centre (Nottingham)
- Digital Health Enterprise Zone (Bradford)
- Sensor City (Liverpool)
- Future Space (Bristol)

#### **What relevant work has already been conducted?**

The evaluation is underpinned by the published [evaluation framework, including a logic model](#).

#### **UEZ Interim Evaluation**

An interim evaluation of all the UEZs was completed in 2018. The full report is available [here](#).

It combined a process and early impact evaluation. The process evaluation aspect focused on an assessment of both how the UEZ pilot was implemented, and whether those delivery arrangements helped the effectiveness of the UEZs. It also reviewed the individual UEZs activities to determine the extent to which they had made the progress



expected. **Early impacts were limited in scope by poor survey response rates.** Key findings were as follows:

- The UEZs leveraged a total of £25m in private investment
- The right location for each UEZ has been crucial for its effectiveness, with local business needs taken into consideration
- Running the UEZs from new and modern business premises has helped create a pull factor and attracted people to the UEZ
- UEZs have worked best when they have been run by organisations with a previous track record in business support
- There is early evidence that there has been an increase in university-business engagement
- Although all UEZs raised a significant amount of money in addition to the BEIS capital funding, UEZ's have suffered from a lack of revenue funding. The provision of revenue funding may make delivery more effective and enable quicker progress.
- Presently, there is little evidence to suggest that UEZ have led to greater cooperation between universities and LEP's - one of the key aims of the UEZs'. However, it is noted that:
  - All the LEP's spoken with during the evaluation saw them as key assets and were keen to offer strategic support for it whenever they could.
  - The UEZ directors were also comfortable with this relationship.

## 1. Aims and Objectives of the Project

### Why is this work required?

BEIS is accountable to parliament and the taxpayer for its activities. Evaluations are therefore critical in identifying what impact the programmes it funds have had or are likely to have, and whether the delivery method represents the most effective and efficient use of resources. We also need to know how these impacts have been achieved and how similar innovation activities should be organised and procured in future.

The aim of this research is to conduct a process and impact evaluation of the University Enterprise Zone pilot to determine the effectiveness of UEZs in increasing the commercialisation of high-tech innovation in a local area. The final evaluation is comprised of two main elements:

Firstly, **Process evaluation**, which is designed to understand the process of how the policy has been implemented and delivered and to identify factors that have helped or hindered its effectiveness. Including an assessment of the impact Covid-19 has had on running and development of the UEZ.

Secondly, the **impact evaluation**, which is concerned with what difference the intervention has made. At the interim evaluation, many of the UEZs had just commenced operations which made it difficult to assess impacts. Furthermore, the

tenant survey – designed to establish the additionality of the UEZs, had very low response rates. We are hoping to address these weaknesses in several ways:

- Using telephone rather than online survey methods, or a mixture of both. It is envisioned that this will boost response rates to the tenant survey. This, combined with a larger sample population of UEZ tenants, should result in more robust findings.
- Improved quality assurance of tenant contact details to ensure the most current, relevant contact details are held.
- More time has elapsed since the establishment of the UEZ. Accordingly, impacts should be more evident. This should be established in the annual tenant surveys to run between 2021-2023.
- Econometric analysis of impacts (this requires a further feasibility assessment as is dependent on sample sizes and observable characteristics)
- Case studies of UEZ tenants will enrich our understanding of how, if at all, and why the UEZ has had an impact. The longitudinal nature of some of the case studies will help to develop a narrative around the impact of the UEZs in growing businesses.

The objective is to successfully evaluate the impact of the UEZ against the metrics and research questions set out in the evaluation framework. The results of the final evaluation will inform future policy decisions on funding by providing evidence on whether UEZs are an effective intervention that increases local growth, business support and innovation. Such analysis is essential to the government's attempt to increase R&D spending to 2.4% of GDP by 2027.

More details about the evaluation and the project methodology can be found below.

### **What are the key research questions?**

As part of creating an evaluation approach, BEIS has set out several high-level questions and hypotheses which require evidence. These are the questions that we envisage being able to answer after this research. **We expect these questions to be refined, expanded and finalised during the initial phase and as it proceeds**

### **High level questions**

#### **What, if any impact has the programme had?**

- To what extent were the objectives of the programme achieved?
  - To what extent has the programme met its success criteria and KPIs?
- To what extent has the UEZ pilot contributed to:
  - Assist decision-making about using UEZs to build engagement with local economic partners
  - The role of UEZ's in encouraging University and innovation-led business collaboration
  - How pilots can be better designed to stimulate industry and drive forward innovation
- How outcomes differ for different types of stakeholders in different types of circumstances
- Were there any unintended outcomes?
- How has Covid-19 effected the impact of the UEZ pilot?

**How, if at all has the programme achieved these impacts?**

- How did the UEZ programme fulfil/not fulfil its objectives?

**What is the overall cost-effectiveness of the programme?**

- What were the cost-benefits of the programme? At a basic level, how do the cost-benefits compare to other similar programmes?
- How effective and efficient has the delivery of the program been?
- How effective and efficient have the internal governance and internal management structures been?
- How much demand has there been for the UEZs?

**Specific impact evaluation questions**

The final evaluation will assess impact of the UEZ's by answering the following research questions:

**Has there been an increase in university-business engagement as a result of the UEZ pilot?**

(How many staff are dedicated to engaging with business community/developing commercial opportunities and partnership?

- What is the £ value of research contracts attributable to the UEZ?
- How much IP from UEZ businesses has been created?
- How many spin-out businesses have been created by the UEZ?

**Has there been an increase in cooperation between universities and LEP's as a result of UEZ pilot?**

- To what extent are UEZ and LEPs strategies and objectives aligned?
- What is the relationship between LEPs/regional partners?
- How many formal joint projects and informal collaborations are there between the UEZs and their LEPs and what do they entail?

**Has the UEZ pilot led to better business and economic performance both for those who worked with the five zones and the LEP's? What other factors may have contributed?**

- Has participating in the UEZ improved outcomes including: business survival, staff and revenue growth, R&D intensity and investment raised for businesses?
- Has the presence of a UEZ increased business investment into the local area? Particularly high-tech, innovative firms.
- What *services* add most to businesses (lab/desk space, mentoring, coaching etc.) *Where appropriate. Some UEZ's may not offer these services.*

- What type of businesses did/did not participate in the UEZ?

#### Other relevant research questions:

*Did the funding of incubator/grow-on space successfully overcome the market failure?*

As part of the impact evaluation, the consultations with the universities, partners and businesses should include an assessment of whether there has been too little incubation space available in the past and the extent to which the UEZ has addressed this. The question should include examples of the amount of new space that has been developed and how this has helped – including the problems that it has alleviated or solved. This could include possible demonstration effects, where as a result of the UEZ, other operators develop further incubator and/or grow on space. **This question was also investigated as part of the interim evaluation; however, we would expect that the answer to this question will become clearer in the final evaluation.**

#### What decisions/processes will it inform?

These studies will provide a complimentary understanding of innovation centres' in the UK and will inform future innovation policy.

Indeed, in 2019 a further £10 million was made available for the development of further UEZ's. The lessons learnt from the research will inform future design of innovation policies.

## **2. Suggested Methodology**

### Summary

The overarching approach proposed is a theory-based evaluation using contribution analysis. This will be used to help understand the specific contribution of the UEZs. The evaluation will develop a narrative on the direct and wider impact of UEZs by triangulating evidence from different sources. To establish impact, it will primarily rely on quantitative methods such as the tenant survey. Furthermore, difference-in-difference analysis can be experimented with (where possible) to estimate the extent of the additional impact of UEZs in improving business and economic performance

For a deeper understanding of the “how”, it will adopt qualitative methods.

In submitting the tender, bidders are asked to provide one, core proposal. This should include suggestions, beyond those already outlined, for maximising survey response rates.

- Any further alternative, methods for measuring impact, beyond those outlined in this invitation to tender and evaluation framework should be written separately from the main proposal.

**Except where stated, the supplier will be responsible for all fieldwork, analysis, and deliverables**

## **Methodological stages**

### **Stage one: Desk-based review: January 2021**

**Purpose:** A thorough review of work completed and the evidence base on similar initiatives (incubators and accelerators, university-business collaboration) will allow the evaluation contractors to:

- develop a comprehensive understanding of the UEZ pilot
- Set the context for the UEZs
- Form an assessment of where enough data already exists, avoiding a duplication of work

**Please see the suggested reading list of key documents here**

## **Methodology**

### Literature review

Review the following documentation (plus any other relevant documentation identified):

- [UEZ interim evaluation](#)
- [UEZ Bradfield report](#)
- [UEZ evaluation framework](#)
- [The impact of incubators and accelerators in the UK](#)
- Other university-based programmes of a similar nature – comparing

These and other relevant documents will help form an understanding of the current state of the sector and how it has developed in recent years.

- Compare with other similar programmes – University and non-University based, and how they monitor and evaluate the success of these programmes. The aim is to compare and combine learnings across similar programmes.
- Database analysis: Analysis of databases, such as Beauhurst and Crunchbase to understand current and historic funding levels into, where applicable, UEZs technology areas -Deep tech, Sensors, communication enabled healthcare.

**The contracted bidder is required to provide their own access to the databases. Bidders should confirm that they will have access to these databases and include costs for the access to their price schedule.**

### **Data assurances/checks: January 2021**

A review of the survey design and delivery, and data sharing agreements with the UEZs, including:

- Working with the individual UEZs to ensure that tenant satisfaction research is merged with any UEZ led research as far as possible to minimise survey fatigue. *In the past, different surveys asking similar questions were run at the same time on some UEZs.*
- Designing a new survey
- Eliminating questions that could be answered by other means
- Routing the survey where/if appropriate
- Ensuring that other processes are in place to maximise survey response rates. As stated elsewhere, please outline your approach to maximising response rates in your bid.
- Assessing how survey design and delivery should account for changes in operation of UEZs as a result of Covid-19.

This should all be part of a wider data collection plan developed by the supplier.

BEIS will work with the individual UEZs to ensure that adequate records are being kept of UEZ tenants contact details, but given this project is spread over a few years we expect contractors a good working relationship with UEZs to achieve these outcomes.

### **Pre-fieldwork paper**

Comprised of information in the proposal/bid document, including:

- A short paper, including a project plan, risk assessment and delivery milestones.
- Suggestions for measuring impact related to the objectives and research questions outlined – including how those suggestions will improve the accuracy and robustness of research findings. Including consideration of how the impacts of Covid-19 should be accounted for in the evaluation.

### **And**

- Any recommendations arising from the literature review
- Updating evaluation framework to include case studies, the new associated metrics, and their fit with the evaluation questions, as outlined in the methodology section below. The update to the framework should also cover any adaptations or changes needed as a result of Covid-19 impacts.

### **Stage 2: Data collection**

Monitoring data: Monitoring data will feed into both the process and impact parts of the final evaluation.

A template for the management information (MI) part of the data collection was developed in the evaluation framework and used at the interim evaluation. The supplier will be responsible for both the collection of the MI data and developing it as required, in

addition to collecting the other monitoring data. The template developed for the interim evaluation is in the [evaluation framework](#) (p26).

Other monitoring data consists of: (all secondary, desk-based research)

- Basic data on progress towards the development and occupancy of the UEZ
- Reporting progress based on HE-BCI data and the UEZs progress along with qualitative commentary on the values
- Monitoring against KPIs

Suggested monitoring data to be collected, (separate to the tenant survey) is supplied in the [evaluation framework document](#). Any suggestions or additions to the monitoring data should be included in the bid.

**Monitoring of the UEZs will take place each year, beginning 2021, and will be reported in the annual report**

#### **Process evaluation 2024**

The aim of the Process evaluation is to:

- understand the how the policy has been implemented and delivered
- identify factors that have helped or hindered its effectiveness.

The findings of the process evaluation may influence parts of the impact evaluation.

A process evaluation was completed as part of the interim evaluation in 2018 and will be repeated as part of the final evaluation in 2024.

A full list of the questions that the process evaluation will answer is available on pp29-30 of the [evaluation framework](#).

Field Research	Details	Number
Interviews with UEZ stakeholders. (UEZ managers, LEP and University personnel etc)	<p>Method: Qualitative</p> <ul style="list-style-type: none"> <li>• A schedule of questions used in the interim evaluation can be found in Appendix C of the published evaluation.</li> <li>• A list of interviewees can also be found at Annex D. The results of the process evaluation can be found in chapter 4.</li> <li>• It is anticipated that the supplier develops the schedule of process interview questions</li> </ul>	<p>At interim evaluation stage, between 5 and 8 interviews were completed for each UEZ (including Bradfield). We therefore expect a similar number of interviews – approximately 30-40.</p> <p>A reassessment of the inputs and activities of the UEZs, and whether they have translated into</p>

	<p>for the needs of the final evaluation.</p> <p>This would represent a chapter with the final evaluation of the UEZs.</p>	<p>outcomes and impacts should also be drawn from these interviews.</p>
<p><b>Stage 3: Impact evaluation</b></p> <p>This fieldwork should be used to answer both the high-level and specific impact evaluation questions outlined in the aims and objectives section above:</p> <ul style="list-style-type: none"> <li>• What impact has the programme had?</li> <li>• How has the programme achieved these impacts?</li> <li>• What is the overall cost-effectiveness of the programme?</li> <li>• Has there been an increase in university-business engagement as a result of the UEZ pilot?</li> <li>• Has there been an increase in cooperation between universities and LEP's as a result of UEZ pilot?</li> <li>• Has UEZ pilot led to better business and economic performance both for those who worked with the five zones and the LEP's?</li> </ul> <p>The above impact evaluation questions are essential to identifying what, if any difference, the intervention has made. The data needed to answer them will come from three main sources:</p> <ul style="list-style-type: none"> <li>• The Higher Education Business and Community Interaction survey (HEBCI) data</li> <li>• The tenant surveys</li> <li>• Interviews with key stakeholders – the universities, UEZs, and LEPs</li> <li>• Econometric methods (subject to feasibility assessment)</li> </ul> <p>In particular, the tenant survey will be the primary source for answering impact questions to understand the difference that the support has made. This is elaborated upon in the tenant telephone survey boxes below.</p> <p><b>The evaluation framework outlines a subset of questions designed to answer these larger ones. It includes the methods and the data sources. In your response, please produce an assessment of the suggested approach.</b></p>		
<b>Field research</b>	<b>Method</b>	<b>Number</b>



<p>Tenant telephone survey</p>	<p>Quantitative</p> <p><u>Background</u></p> <ul style="list-style-type: none"> <li>• Survey to be conducted annually, in October of each year between 2021-2023. This equates to three rounds of surveys.</li> <li>• The survey should take a maximum of 20 minutes to complete</li> <li>• As stipulated, to try and maximise response rates, telephone surveying will be used in the evaluation. BEIS also invites other suggestions for maximising response rates, including the possibility of using mixed methods.</li> </ul> <p>A version of the survey used is available for the contractor to refer to and is in Annex C of the <a href="#">Interim evaluation report</a>.</p> <p><b>Please review the tenant survey and state how, if at all, your version would differ.</b></p> <p>The survey will be used to identify the additionality of the UEZs and will be calculated with consideration for leakage, deadweight, displacement and substitution. The tenant survey will also be used to answer questions about which services they found most useful, ranking them in order of usefulness.</p> <p>The survey should also include all previous tenants and not just those that are on-site at the time of the evaluation. Should it not be possible to contact them, it may be feasible to track their progress with respect to turnover, GVA and employment through the IDBR, and other, commercial datasets such as Beauhurst.</p> <p>As telephone surveys typically yield higher response rates than online methods, they are the preferred survey method for the final evaluation. A combination of methods may be necessary however to maximise response rates.</p>	<p>Three rounds of surveys between 2021-2023.</p> <p>The sample population is ex-tenants as well as current tenants.</p> <p>The target response rate is for this final evaluation is over 50-60% of the population of interest.</p> <p>At interim – a survey invitation was sent to 600 UEZ businesses with a response rate of between 10-37%.</p> <p><b>As the rate of future tenant turnover, is uncertain, please provide quotes based on the following number of</b></p>
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		<b>completed surveys:</b>  100  200  300  400  500
<b>Case studies</b>	<p><u>Qualitative</u></p> <p>The case studies for each of the UEZs will cover the main activities identified in the logic model. Case studies will be selected from both alumni and current UEZ start-up's, detailing:</p> <ul style="list-style-type: none"> <li>Some cases will contain a longitudinal element. These longitudinal case studies will be over-sampled to account for attrition. It is suggested that all case studies will explore: <ul style="list-style-type: none"> <li>the processes by which the UEZ had impact</li> <li>what has worked well</li> <li>what could be better done in the future.</li> <li>How tenants engagement with the UEZ was established and has since developed</li> <li>The strength of their engagement with the UEZ</li> <li>Whether the tenants feel that their engagement helped them in three specific areas: growth, funds raised, and survival</li> </ul> </li> </ul> <p>These are the suggested high-level themes, though BEIS invites bidders to submit alternative and additional themes.</p> <p>To ensure a range of outcomes are covered, case studies will need to be selected in a systematic way covering a diverse collection of firms, rather than selecting favourable cases.</p>	10* Case studies.  2 per UEZ as follows:  1 Longitudinal case study per UEZ: This will involve 1 case study in 2021 and a follow up in 2023.  One, one-off case studies. per UEZ in 2023.  Note that these need to be oversampled mitigate against attrition and achieve the stated 5 longitudinal case studies.  It is anticipated that each case study comprises of a 1-hour interview with the CEO of

	The contractor will be responsible for developing a case study template and discussion schedule to ensure consistency across the studies.	the business, or most appropriate personnel.
<b>Economic assessment</b>	<p>Annex A of the published evaluation framework discusses the difference-in-difference approach to be attempted. It is suggested that suppliers review this approach and make an assessment as to whether it can/should be revised, justifying their decision. As outlined above however, the survey will also be used to calculate the additionality associated with the UEZ and the economic impact.</p> <p>To do this, each tenant would record it's gross performance against outcome metrics (employment, turnover and R&amp;D expenditure) and adjust this using estimates of "leakage", "deadweight", "displacement", and "substitution" effects based on responses to survey questions.</p>	

#### **Other potential counterfactual options**

A potential comparison group/counterfactual for a quantitative impact assessment could be the three universities that applied to be part of the University Enterprise Zone pilot project, that were not selected into the project. Alternatively, a control group might be possible to derive by matching the supported businesses with the Inter-Departmental Business register (IDBR) or commercial datasets. Consideration of the impacts of Covid-19 will be needed when assessing most suitable counterfactual.

A fuller discussion of potential quantitative methods to potentially be used at the final evaluation is outlined in the evaluation framework.

#### **Working Arrangements**

The successful contractor will be expected to identify one named point of contact through whom all enquiries can be filtered. A BEIS project manager will be assigned to the project and will be the central point of contact.

The successful bidder will be expected to work closely with the BEIS policy and analytical teams, as well as UEZs, draw on BEIS' expert knowledge and align with on-going analytical projects to ensure appropriate research design and learning outputs.

The project will start with an inception meeting with key policy and analytical teams in attendance.

Bidders should assume that engagement with BEIS will include regular project management phone calls, progress update reports, steering group meetings (frequency to be confirmed), and face to face meetings as required to deliver the chosen methods. Throughout the research, BEIS will review and sign off all final data collection instruments, analytical approaches (including key assumptions) and outputs.

BEIS also expects that bidders will establish suitable internal working arrangements and channels of communication. As the research will involve multiple work strands feeding into various research activities, it is important that people assigned to different tasks regularly communicate, feedback and understand what else is happening. It will be the responsibility of the bidder's project manager to ensure that this occurs.

The quality assurance within BEIS requires external peer review of all evaluation reports. BEIS will appoint two external peer reviewers and the successful bidder will be expected to engage and work with them to maximise the robustness of design and utility of the research results. Successful contractor will need to respond to reviewers comments and incorporate their input.

### **Required Skills**

BEIS would like you to demonstrate that you have the expertise and capabilities to undertake the project. Your tender response should include a summary of each proposed team members experience and capabilities.

The following skills and experience are considered particularly important for this work:

- Designing, undertaking, project managing and reporting, economic and impact policy evaluations, including primary and secondary data collection and research.
- Ability to deliver robust and high-quality analytical work.

### **Data Protection**

- All collection, processing and storage of personal data must be compliant with GDPR. Contractor must provide evidence to BEIS that practices are compliant with GDPR.

## **3. Deliverables**

Annual fieldwork should take place in October of each year. The fieldwork being conducted at the same time of year will ensure that the variable of different times of year will be controlled for. It is also the case that October is the start of the academic year – Those who UEZ tenants who are students should be “fresher” and more available to partake in fieldwork. The results of the fieldwork should be reported the following January.

Deliverable	Details
Pre-fieldwork paper: Project plan and expected milestones	For project management purposes.

	<p>Include a section on:</p> <ul style="list-style-type: none"> <li>• Suggestions for measuring impact related to the objectives and research questions outlined – including how those suggestions will improve the accuracy and robustness of research findings.</li> <li>• Recommendations arising from literature review and data assurance checks with associated recommendations.</li> <li>• Communications plan – BEIS will expect to be in more regular contact with the supplier during fieldwork and reporting.</li> <li>• Risk assessment – Covering risks to the evaluation, including fieldwork stages and mitigations.</li> </ul>
Updated evaluation framework, theory of change, logic model and KPIs.	<ul style="list-style-type: none"> <li>• Updated evaluation framework, including metrics, to reflect the use of case studies and the additional question about self-reported benefits from services.</li> <li>• Updated theory of change: to reflect learnings from fieldwork</li> </ul>
Annual UEZ tenant telephone survey,	<p>Please note the attached survey used at the interim evaluation. Certain questions (not including the wording) such as those designed to investigate additionality – leakage, deadweight, displacement and substitution, are deemed to be essential. This is because these questions are the main means by which the cost effectiveness of the UEZ network will be established – the core element of the impact evaluation.</p> <p>Feedback to the survey at the interim evaluation suggested that the following improvements could also be made:</p> <ul style="list-style-type: none"> <li>• <i>Bigger window for completion of survey (At the interim evaluation the survey was open for two weeks. We suggest doubling this to four weeks, though are open to alternative suggestions).</i></li> <li>• <i>Greater explanation around questions was felt to be needed: Particularly with regard to attribution and economic impact. – Expertise in survey/questionnaire design is</i></li> </ul>

	<p><i>therefore needed.</i></p> <ul style="list-style-type: none"> <li>• <i>Improved wording for q. 24, and response options.</i></li> <li>• <i>More advanced notice of survey for UEZ managers</i></li> <li>• <i>More accurate, up-to-date contact info of UEZ tenants. A shorter survey, with questions rationalised.</i></li> </ul> <p><i>I.E. A maximum of 20 minutes in length. Questions that can be attained from other sources should be removed from the survey to shorten its length.</i></p> <p>Target response across the UEZ's is over 60%.</p> <ul style="list-style-type: none"> <li>- Please state how you intend to achieve this</li> </ul>
Annual monitoring data collection and delivery	<p>Please note the MI data collected at the interim evaluation (Interim evaluation report, pp44-45, KPIs 1-17). It is suggested that this is the version that will be used by the contractor, although they should update the form as necessary to meet any needs to their proposed methodology. This is secondary data collection, the contractor will not be responsible for collecting the data; instead they will only be responsible for sending the data collection forms to the UEZs and collecting them upon their completion. This data will then feed into the contractor's annual report.</p>
Annual update report	<p>This will include the data from the MI data collection. These include:</p> <ul style="list-style-type: none"> <li>• FTE staff</li> <li>• Sq m of business space created</li> <li>• Occupancy rate (% of desk space occupied)</li> </ul> <p>The full list can be found on pp44-45 of the <a href="#">interim evaluation report</a>, KPIs 1-17.</p> <p>The annual update report should also include results from the annual tenant survey and associated commentary – including response rates and statistical significance.</p>
Annual short presentation at BEIS	<p>updating on emerging findings, progress and</p>

	policy implications
Case study reports (multiple where longitudinal)	10 Case studies. 5 one-off case studies – one for each UEZ, and 5 longitudinal – one for each UEZ. It is suggested that the supplier conducts one, 1 hour, either face-to-face or telephone interview, with the most relevant person from each UEZ tenant, for each case-study. A schedule of questions should be developed by the contractor to use across the case-study interviews. This will help ensure a level of consistency in the interviews and reported output. The suggested themes are outlined in the methodology section above.
Updated logic model	To update logic model in accordance with findings from interim evaluation and a final logic model based on results of the impact evaluation.
Interviews with Stakeholders	Between 30-40 interviews with UEZ managers at the final evaluation to understand the range of perspectives. Annex C in the published interim evaluation contains the schedule of questions used then. The contractor will need to design a new interview schedule for the final evaluation.
Final impact evaluation report	Full final evaluation report with not more than 50 pages (excluding technical annexes). The structure of the report will be agreed with project manager. It will be the responsibility of the contractor to ensure that the draft is of excellent quality, reads well, conveys the findings clearly and concisely and meets BEIS publication requirements.
Final evaluation presentation	Final presentation at BEIS to present the report findings once the evaluation is complete.
<p>Quality standards</p> <p>Bidder must set out their approach to quality assurance in their proposal. To demonstrate relevant experience in producing high quality reporting, the contractors must:</p> <ul style="list-style-type: none"> <li>• Ensure that quality assurance is done by individuals who were not directly involved in the research, analysis or model development</li> <li>• Specify who will be responsible for quality assurance of the sampling, data collection activities and report before it comes to BEIS</li> </ul> <p>Sign off for the quality assurance must be done by someone of sufficient seniority within the contractor organisation (some contractors included an external academic with relevant experience) to be able to take responsibility for the work done. BEIS reserves the right to refuse to sign off outputs which do not meet the required standard specified</p>	

in this Invitation to Tender. The Contractor must state how all work on the project will be quality assured within the proposal.

The contractor will be expected to produce high quality reports that meet the following criteria:

General:

- Answer the research questions clearly, in plain English
- Clearly structured so that information presented in each section of each report is clear
- Connections between sections are clear
- Executive summaries of no more than four sides that set out the findings clearly and their relevance to BEIS policies
- All sections have clear introductions and conclusions (including findings being written concisely upfront)
- Methodology clearly explained so others could repeat the work in future.
- Thoroughly proof-read and peer reviewed for writing quality
- No jargon is used, and all terms are defined and referenced clearly
- All acronyms are written out in full the first time that they are mentioned in each section of each report
- No grammar and phrasing errors
- No typos / typographical errors present
- Concise and non-wordy sentences and paragraphs

Visualisations:

- All visualisations are labelled
- All axes are labelled, including with appropriate units
- Clear and appropriate use of visualisations (large enough size, data can be read clearly without reference to the raw data, and there are not too many visualisations presented at once)
- All visualisations are clearly explained and discussed
- A range of different types of visualisations are used to provide more interesting and innovative ways of presenting the results

Fieldwork

- A clear plan to maximise the volume and quality of responses to fieldwork

Where complex or innovative methods are proposed, bidders should specify how additional quality assurance will be provided. Where necessary, this should include the use of external experts.

Outputs will be subject to BEIS internal approvals, the more substantive the output the longer the approval time required. Both published and other reports may require several rounds of comments, which should be factored into the timelines. BEIS may wish to appoint two external peer reviewers to provide a high-level peer review.

The successful bidder will be responsible for any work supplied by sub-contractors.



BEIS reserves the right to request an audit of projects against the BEIS Code of Practice for Research and the commitments made in the tender documents and subsequent contract.

BEIS reserves the right to terminate the contract should the stated deliverables not meet specified quality standards

For primary research, contractors should be willing to facilitate BEIS research staff to attend interviews or listen in to telephone surveys as part of the quality assurance process.

Other useful sources of guidance and advice that will help bids and the resulting work be of the highest quality include:

- The [Government Social Research Code](#), in particular those that relate to GSR Products:
- [UK Statistics Authority Code of Practice](#)/ or an equivalent standard.
- [The Magenta Book](#), Government guidance on policy evaluation and analysis.
- Supplementary Guidance on the Quality in Policy Impact Evaluations
- [Quality in Qualitative Evaluation: A Framework for assessing research evidence](#) provides a Framework for appraising the quality of qualitative evaluations.
- [The Green Book](#): appraisal and evaluation in central government.

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## **Part 1: Contract Terms**



**Contract Terms v6.0**