DPS FRAMEWORK SCHEDULE 4: LETTER OF APPOINTMENT AND CONTRACT TERMS

Part 1: Letter of Appointment

Technopolis Limited
3 Pavilion Buildings
Brighton
UK
BN1 1EE

Dear Sirs

Letter of Appointment

This letter of Appointment dated Monday, 28th September 2020, 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:	CR20083
From:	**Department for Business Energy and Industrial Strategy** (BEIS), 1 Victoria Street, London, SW1H 0ET ("Customer")
To:	**Technopolis Limited**, 3 Pavilion Buildings, Brighton, UK, BN1 1EE ("Supplier")

Effective Date:	Wednesday, 30th September 2020
Expiry Date:	Friday, 31st December 2021

Services required:	Set out in Section 2, Part B (Specification) of the DPS Agreement and refined by: The Customer's Project Specification attached at Appendix A and the Supplier's Proposal attached at Appendix B.

Contract Charges (including any applicable discount(s), but excluding VAT):	As per AW5.2 Price Schedule response highlighted within the RM6018 Contract Terms, section; Annex 1 – Contract Charges. The total value of this contract shall not exceed £199,150.00 Excluding VAT.

Insurance Requirements	Additional public liability insurance to cover all risks in the performance of the Contract, with a minimum limit of £5 million for each individual claim.
	Additional employers' liability insurance with a minimum limit of £5 million indemnity.
	Additional professional indemnity insurance adequate to cover all risks in the performance of the Contract with a minimum limit of indemnity of £2 million for each individual claim.
	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.
Liability Requirements	**Suppliers limitation of Liability** (Clause 18.2 of the Contract Terms);
Special Condition(s):	The Customer shall pay the Supplier the sum of £[tbc] for delivery of these Services. For the avoidance of doubt, the Contract Charges shall be inclusive of all third-party costs. All charges shall be in alignment with the submitted price schedule located in Annex 1 to these contract terms.

|	
GDPR	As per Contract Terms Schedule 7 (Processing, Personal Data and Data Subjects.

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:
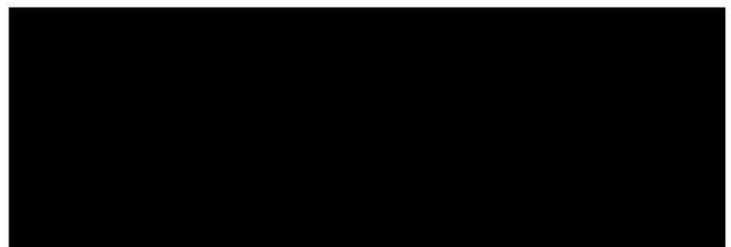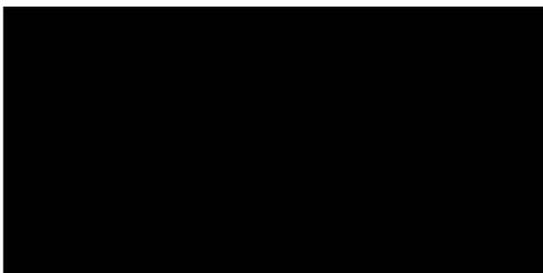
Date: 29 September 2020

Date: 29 September 2020

Customer Project Specification

1. Background

This project is looking to evaluate the £10.7m COVID-19 Small Business Leadership Programme.

At the Autumn Budget 2018, the Business Productivity Review secured £10.7m of funding to provide a Small Business Leadership Programme (SBLP) for SME business leaders in 2019/20. Delivery of the programme was held up due to the COVID19 pandemic, as the original plan for delivery of the programme was to be through face to face tuition.

BEIS is developing a three-tier business advice model to reflect the diversity of the business population, with interventions ranging from broad mass market advice (i.e. information & guidance (tier 0) & targeted information and expert insight (tier 1)) to firm specific advice (I.e. tailored firm-level advice (tier 2) & intensive tailored support (tier 3)).

The SBLP will deliver Tier 3 (intensive and tailored) support for firms that wish to access the highest level of business advice that the Government offers, and are committed to achieving increases in firm-level productivity. Delivery will be via grant funding the Chartered Association of Business Schools (CABS) with the intention to support an estimated 2000 SMEs across 29 Business Schools with Small Business Charter (SBC) accreditation. The first sessions will aim to begin in late August. The current social distancing restrictions mean that the SBLP will begin delivery virtually, but given the importance of networking, delivery is expected to move to in class tuition as soon as is feasible.

Structure of the programme:

The SBLP will be a 6 modular programme run weekly over 10 weeks, shortly after business hours. A two week break between will be incorporated to provide time for participants to reflect on their learning. Classes will be delivered in a number of formats including 10 hours of intensive business support webinars, and 3.5 hours of facilitated peer group learning. Asynchronous content in between classes will provide participants with additional information regarding the topics covered within the programme, as well as worked exercises.

Benefits being sought from the SBLP:

Short-term:

- ☐ Higher turnover (sales) following the COIVD19 quarantine, relative other similar sized firms.
- ☐ Ultimately, higher firm level productivity of SME businesses participating in the programme (evaluated over a longer time period, through identifiable measures such as GVA per hour worked or worker), growth in net assets, number of employees.
- • SME's ability to raise financing to continue to trade within a challenging economic environment.
- • Proxies of productivity improvements, such as changes in attitudes/awareness of leadership skills, views towards business resilience, adoption of (or intention to) adopt new practices or strategies in the business, changes to the SME's adoption of technology.

Medium to Long-term:

- See key results from the actions plan set by participants on completion of the course i.e changes to business models, expanding business reach, enhance supply chain process etc.
- SBLP could create a spill-over effect of best practice into the wider business community, increasing programme reach and drive up wider demand, this will be extremely difficult to measure in practice.
- Provide further evaluation evidence to supplement the current evidence base in order to inform BEIS future spend in this area of business support.

The participant eligibility criteria are:

- Attendee should be a decision maker within the business e.g. CEO, Finance director
- Must have line management responsibility
- Must be from an SME based in England, size of minimum 5 employees and maximum of 250 employees, and more than a year old

CABS will lead on the national campaign and business schools will lead on the regional campaign for their dedicated cohort. CABS will be reporting to BEIS on performance against KPIs, including:

- Metrics around advertising and advertising effectiveness
- Number of expressions of interest
- Number of courses delivered
- Number of SMEs in attendance
- Number of delivery staff trained
- Business measures, e.g. geographical area, turnover, sector
- Number of businesses who dropped out of the course early, and when
- Number of hours support delivered to businesses
- Session analytics (e.g. amount of participation/interaction)
- Satisfaction with the course
- Feedback from delivery staff
- Number of requests for further support on a one-to-one basis, i.e. mentoring

As funding has only been secured for one year, this project seeks to monitor and evaluate the process and early outcomes of the programme to inform future programme design and funding decisions, and to inform the longer-term strategy of business support policy. The evaluation also seeks to embed monitoring practices to enable longer term impact evaluation to be conducted on growth in value added and firm level productivity. This longer-term impact evaluation will form part of a separate, future evaluation project.

This evaluation will be phase-based. The two phases are interlinked in an overall programme of work but there is no guarantee for the latter phase – funding is conditional on outcome of the Spending Review.

The first phase, running from September 2020 to end of March 2021, will involve Phase 1a: baseline survey of beneficiaries and matched comparison group and 1b: immediate feedback surveys, in-depth interviews with wider stakeholders, and interim reporting. The

product of Phase 1 will be an interim evaluation report. This will therefore be evaluating the delivery of the programme itself and immediate feedback.

Contract review point - After phase 1 a and b, there shall be a break clause. At this stage BEIS reserves the right to terminate the project. Bidders must clearly signal this break clause within their pricing and proposed methodology.

Subject to the outcome of the Spending Review, this contract will then progress to Phase 2 from April 2021. This phase will involve follow-up beneficiary and comparison group surveys, in-depth interviews and a full evaluation report. This second phase would therefore evaluate the intermediate term (i.e. 6 – 12 month) outcomes of the programme.

This Evaluation is required to meet the standards set out in the Business Support Evaluation Framework

2. Aims and Objectives of the Project

The evaluation project has four main aims:
- To understand how the SBLP is being delivered in practice and to understand how to improve delivery (process evaluation)
- To understand and measure the early impacts of the SBLP in terms of the adoption of new practices (early impact evaluation)
- To generate evidence to inform future programme design and funding decisions (strategic question)
- To embed the right data collection practices to enable a separate longer-term impact evaluation to be conducted in the future (impact evaluation)

The objectives of the evaluation are to address five high-level evaluation questions (see below), which BEIS has developed with key stakeholders. The research questions will be refined during the scoping phase and theory of change development.

Contractors are invited to propose their own research questions and suggestions for methodology which may differ from those outlined below. Innovative methods are welcomed where appropriate. Proposals should be clear in their rationale for the questions, project structure and methodologies proposed. A successful proposal will have a very clear link between suggested methodologies, approaches and ways of working and the project's aims and research questions. It will therefore clearly demonstrate that it will provide the required high-quality evidence to answer the evaluation questions.

HLQ 1 - How effective is the SBLP in recruiting businesses and ensuring they complete the programme?

- What are the most effective ways to drive awareness of scheme and recruitment participants? And does this differ by sector, size, region etc?
- Do SMEs find the branding and marketing strategy relevant, clear and relatable? If yes/no, why?
- Do the participants see the training as a unique offer? (e.g. they aren't part of or aware of other leadership training that provides the same offer/benefits)?
- Will SMEs in the target group be equally likely to apply for support (e.g. are there any unique barriers to particular sectors/sizes of businesses applying?)

- Did the programme engage with and select the target beneficiaries? Were the right procedures and criteria in place to ensure effective targeting?
- Are SBC Business Schools recruiting a mixture of known and unknown SMEs, i.e. those who have or have never considered taking up training? If yes/no, how?
- Are the same participants attending all sessions? If not, why not?
- Is the commitment fee sufficient to motivate retention and low enough to not discourage SMEs from applying?
  - Are businesses completing the training? If not, why not?
  - Is there an impact of COVID-19 on recruitment and compliance with the intervention?
- Are there any other factors which predict non-attendance/non-compliance?
- Does the online nature of the programme affect compliance/attendance/participation/engagement with the programme?
- Does this change if delivery method changes?

HLQ 2 - Is the SBLP successfully delivering high quality business support?

- Was the programme well managed? Were the right governance and management structures in place and did they operate in the way they were expected to?
- Has the programme delivered its intended activities to a high standard?
- How are project activities perceived by stakeholders and beneficiaries? What are their perceptions of the quality of activities / delivery?
- Is the programme consistent across cohorts? If not, why not?
- Is regional delivery through SBC Business Schools an effective way of delivering this support?
- Is online delivery perceived to be an effective and engaging way of delivering this support?
- How does online delivery compare in effectiveness to face-to-face delivery?
- Has the programme been sufficient in building up trust to initiate intensive knowledge transfer?
- What are the most important/effective behaviours of the masterclass lecturer?
- Are the webinars an effective way of keeping in touch with participants in between masterclass sessions?
- Could the delivery of the programme have been improved in any way?

HLQ 3 - How effective is the SBLP at encouraging SMEs to adopt new practices?

- Is the curriculum flexible and relevant for all beneficiaries?
- Do SMEs think the masterclasses are being delivered effectively? If yes/no why? (e.g. is it the facilitators, lack of trust?)
- Do the key topics address the correct leadership issues SMEs are facing in the curriculum? Does this feedback differ e.g. by region/type of business/size etc?

- Are the SME participants signing onto the webinar to discuss relevant and real issues, taking elements of what they learnt during the masterclass (e.g. are they aware of business issues?) If not, what are the issues they are raising?
- What aspects of the programme are viewed as being most effective by Business schools and participants?
- Is the make-up of the cohorts effective? If yes, what makes them effective (e.g. mixture of experience, non-competitors)
- Do all aspects of the programme suit being delivered remotely? If not, why not?

HLQ 4 - What early changes are businesses making after participating in the programme?

- Are SMEs making changes to their businesses? If yes, what types of changes and what can we learn about their implementation?
- Do business owners plan on making any future changes after completing the course? If yes, what, when and how?
- Has the programme supported the SMEs in recovering from the impacts of COVID-19?
- What are the costs and benefits associated with the course, and what can we learn about the vfm?
- If business owners are making/planning changes to their businesses, are these strategic changes? i.e entering new markets, internationalising etc. If not, what changes are they making?
- How confident can we be that the programme will lead to firm-level productivity improvements?
- Were there any negative and/or unintended consequences of the training?
- Do participants who have taken up business support previously behave differently compared to those who haven't? (e.g. encouraging others)

HLQ 5 – What other factors influence how and what changes businesses are making after they complete the programme?

- What is the optimal frequency of the sessions?
- Do participants stay in the business for a long enough time to have the desired changes? If not, are there spill over effects?
- Are the outcomes proportionate to the amount of time the participants dedicates for attendance?
- Are participants taking up any other business support schemes (e.g. ERDF)? If yes, how does this influence the impact evaluation?
- What share of participants would have gone to other business training but chose this one because it's free?
- Do wider contextual factors e.g. COVID-19 or other economic conditions affect what changes businesses are making after they complete the programme?

3. Suggested Methodology

The evaluation is proposed to last 12-15 months (to be determined by the contractor, maximum time frame 18 months) and will seek to measure and understand the delivery of the programme and the early outcomes and impacts. Productivity and GVA improvements can take years to materialise and be measurable (3-7 years according to the Enterprise Research Centre). Therefore, this evaluation will focus on measuring the early outcomes and proxies for productivity improvements. This evaluation will also need to embed good monitoring practices to enable a longer term impact evaluation to be conducted in the future as part of a separate project (following the principles in the BEIS Business Support Evaluation Framework, Jan 2019).

The evaluation partner will work closely with BEIS and CABs and the Business Schools to ensure the right monitoring data is collected and to ensure they have access to the participants for evaluation purposes. A timeline of key programme activity will be provided to the contractor. The bidder will be asked to provide indicative timings for the proposed work based on the programme timeline.

Phase 1a – Baseline survey

Baseline survey

If the evaluation contractor is in place in time for the start of delivery, the evaluation contractor will work closely with BEIS and CABS to design a baseline survey. CABS will be responsible for administering and collecting this data, but the evaluation contractor will be responsible for collating and analysing this information to inform and answer some of the research questions. If the contractor comes in after delivery has begun, the survey will already have been administered (designed by BEIS) but the contractor will still be responsible for analysis. This baseline data will also be used for later phases (e.g. to inform the sample for surveys and interviews).

All participating businesses will complete this before starting the programme. Recruitment will be rolling from August 2020 – December 2020. This survey has three key purposes:

❑ Collecting key monitoring data to understand programme delivery (e.g. understanding number, types, location of participating businesses, compliance with the programme, information generated by the online delivery system and monitoring the successful recruitment of businesses). CABS will report this back to BEIS routinely.
- Providing a baseline of their productivity. This evidence will enable us to understand the current 'state' of the business, to which we can compare them with after they complete the programme.
❑ Enabling longer-term evaluation. The baseline survey will also include information about the business (e.g. unique business identifiers to link to HMRC data) to enable and inform a future impact evaluation.

The baseline survey will include information such as:

| Customer Reference Numbers (CRNs)
| Eligibility (if relevant)
❑ Business characteristics - e.g. size, sector, location, take up of other business support, unique business identifiers, organisational structure (e.g. family run).
| Information about the participant (e.g. diversity data, role in the business).
| Contact information (including back up contact)

- Understanding of the business' productivity at baseline. This can include behavioural/ operational (e.g. practices already in place, previous business support uptake), and specific metrics (e.g. turnover, employment).
  - Understanding whether beneficiaries are receiving other support from other schemes, e.g. ERDF
  - How they found out about the programme/why they want to participate

The use of existing survey questions is encouraged to ensure questions are well framed and enable comparability (e.g. the ONS Management Expectations Survey and the Small Business Survey).

Contractors will be expected to check the quality of the baseline data to ensure that information is realistic, and accurate where possible, for example by checking against Companies House data for CRNs.

As participants will be completing this survey at the start, we will also have information on businesses who drop out. A privacy notice will be supplied at this point ensuring there are permissions for re-contacting (even for businesses who drop out of the programme).

Contractors will be responsible for providing indicative timings for this work. Early analysis will be needed for monitoring purposes and interim reporting. Analysis will be conducted after all baseline data is collected. BEIS will receive monitoring information monthly.

Counterfactual option:
To establish a robust counterfactual for this work, there is the option to match businesses to a comparison group. Ideally this group will also be surveyed at baseline (i.e. at the same time as the beneficiary group's baseline survey), and then again around 6 months after the programme for the follow-up outcomes survey, using the same survey questions and at the same time as the beneficiary sample.

Contractors are asked to propose how they would conduct the comparison group survey, including the method used for identifying and selecting the comparison group (e.g. using propensity score matching), sample frame, sample size, expected response rates and number of achieved interviews, timelines and associated costs. Please clearly explain the rationale for your proposed approach, including any analysis you have undertaken in order to recommend a sample size (for example indicative power calculations) along with the assumptions that you have made. Please also include your assessment of the risks and the benefits of incorporating a comparison group for this project and how these relate to your suggested approach.

Phase 1b - Feedback surveys, in-depth interviews and interim reporting:

Feedback surveys:

The evaluation contractor will be responsible for designing and working with CABS to administer feedback surveys. The surveys will provide BEIS with timely evidence of how the programme is operating in practice and the quality of the programme (i.e. process evaluation questions). The evaluation contractor will be asked to recommend how, when and how often they will collect and analyse this information. They will work with the delivery partners to administer the survey, and ensure it is integrated in the delivery of the programme to maximise response rates. For example, participating firms can fill this out at the end of sessions to maximise response rates.

A final feedback survey will be administered at the end of the final class. This will be slightly longer and ask businesses about what changes they intend to make in their business (i.e. what are the anticipated outcomes). This can then be compared with the follow up survey/interviews that will be conducted after 6 months to see whether or not they made those changes and how/why. As businesses will finish the course at different times, the survey will be designed during the early stages and completed as and when participants finish. All participants will have finished the course by the end of March 2021. At this stage, businesses will also have written their action plan which can be reviewed in the analysis.

The contractors will be responsible for collecting and analysing this data as part of an internal interim evaluation report (see below) and for the final report.

Observational methods:

To gain further information about delivery, particularly to understand how online interactions may be working and whether this is different for face-to-face interactions, observational methods may be useful. Contractors are welcome to suggest observational methodologies to address these delivery questions, details of the proposed approach and rationale.

In-depth interviews:

During this phase, the evaluation contractors will also be asked to conduct in-depth interviews with stakeholders to provide an understanding of the delivery of the programme and understand potential early outcomes. Contractors can suggest the number of interviews to be conducted. These interviews will be conducted early in the phase to inform future programme design. The timing of these interviews will be revised during the scoping phase but will likely be in October-November 2020. A sample of stakeholders to interview will be agreed during this phase, but could include:

- Selection of business owners going through the programme
- Business representatives
- CABS or business schools
- SME owners who drop out or never take part (i.e. only fill out the baseline survey)
- Facilitators who are delivering the course

Interim evaluation report – by end March 2021

The contractor will provide BEIS with an early findings report. They will also present the findings to the evaluation working and steering groups (see working arrangements section).

Contract review point - After phase 1 a and b, there shall be a break clause. At this stage BEIS reserves the right to terminate the project. Bidders must clearly signal this break clause within their pricing and proposed methodology.

Phase 2 – Follow up surveys & in-depth interviews

Survey:

Participants will be followed up around 6 months after the end of the programme. This survey will provide fundamental evidence for understanding the programmes early impacts. The evaluation contractors will be responsible for designing and conducting the survey.

This survey will seek to follow up on data collected during earlier phases (e.g. intended actions as specified in the feedback survey). It will seek to gain an understanding of what businesses have done since completing the programme and to answer wider research questions. The survey will collect information such as:

- What support the businesses actually received (as they may have dropped out/not attended all sessions)
- Whether their attitudes/behaviours have changed in terms of the operation of their business
- Whether they are aware of changes they can make to their business
- Whether they are planning on making any changes to their business
- Whether they have already made changes to their business
- Whether they are experiencing any barriers to implementing change
- Whether they have shared their knowledge more widely (e.g. with other businesses, their networks etc.)
- Some understanding of the costs and benefits associated with the programme from the business perspective.
- Whether their business is still in existence or has been liquidated.

The survey will need to be representative of the participating organisations (2000 in total, expected to include those who drop out) and seek to survey businesses that drop out also. As this data will not be available until baseline data has been collected, bidders will be asked to provide indicative sample sizes and costs, and suggestions for sampling at this stage. Once baseline data is available (during the first phase), the evaluation contractors will be asked to provide a more comprehensive sample size. The survey should also seek to survey businesses that have dropped out and/or never took the support up.

The survey will be short to maximise response rates (around 10-15 minutes for participants and 5 minutes for dropouts, though this can be flexible and contractors can recommend the survey length). The bidder is asked to state what mode they would use for survey delivery (e.g. phone, online, or mixed mode), the associated cost and why the approach has been chosen. This will include considering factors such as costs, response rates (including for hard to reach groups e.g. those that have dropped out of the support) and practicalities. The bidder should also provide information on how they will maximise response rates and ensure the quality of the survey (e.g. piloting, testing questions). Using questions from existing surveys will be encouraged.

As participants will finish the course at different times, the contractor is asked to provide indicative timelines of when this survey work will occur.

The contractors will be responsible for analysing and reporting the survey findings. This includes producing descriptive statistics, cross-tabulations and producing a summary of the aggregated data to be published, as well as assessing early outcomes and impacts from the follow-up surveys. Contractors are also asked to produce anonymised data sets for the VML and the UK Data Archive.

Contractors should also outline any suggestions they have for assessing the outcome of business survival of the COVID-19 period, for example by using data on company failure,

e.g. Companies House liquidation reports which are available close to real time. Contractors should cost for this option in their proposal.

As indicated in the baseline survey section, there is an option for the contractor to also survey a matched comparison group at this point, please suggest your preferred approach for this.

In-depth Interviews:

To supplement the evidence gained from the surveys, 30-40 in depth interviews will be carried out. The aim of this is to further answer the research questions and gain a deeper understanding of what changes businesses are making to their businesses, how they are embedding changes and any barriers they face. The sample will depend on the evidence gained from the survey and outstanding evidence gaps. The bidders will be asked to provide a description of what this work could focus on. This will be revised after phase 1, but could for example include interviewing some of the following stakeholder types:

- Participants who have implemented significant changes to their business.
- Employees in businesses where significant changes have occurred to understand how these changes have landed (to form a case study).
- Participants who have not made any changes, to understand how and why they have not been able to. This could provide evidence of what other support businesses may benefit from.
- Participants who have made different types of changes, to compare and contrast challenges and best practice for implementing.
- Different types of businesses to understand whether there are unique barriers to businesses of different sizes, sectors, locations etc.
- Participants who did not see the course through or who didn't end up taking it up at all, to understand whether they have made changes (for a qualitative comparison).

The sample selected will be different to those interviewed in Phase 1. The contractors are expected to provide indicative timings of when this work would take place and how the data will be analysed.

Full evaluation report

The evaluation contractor will be responsible for producing an evaluation report summarising all of the evidence from phase 1 and 2. This will be of publishable standard and in the usual BEIS format (i.e. around 30 pages, executive summary, technical annexes). The report will be signed off by members of the evaluation working group and steering group. The report will also go through the BEIS Peer Review Group (for external peer review) before being published.

The contractors are also asked to deliver a presentation to the evaluation steering and working group to share findings. The slide pack is a deliverable of the project.

Quality Assurance

All deliverables are to be quality assured by the contractor before delivery. The contractor will also respond to comments by BEIS officials and undertake to improve outputs which do not meet BEIS standards.

Contractors are asked to provide information on their own quality assurance processes as part of their tender response.

The report will also go through BEIS's quality assurance processes, for example reviewed by multiple analysts and policy officials, with senior analyst and policy sign-off. Other external experts will be used for peer review throughout the project. Comments by external peer reviewers are published alongside all BEIS impact evaluation reports.

Ownership and publication:

All research and outputs are required to meet standards set out in the aforementioned Business Support Evaluation Framework, the GSR's code and the MRS Code of Conduct.

BEIS are the data controller for the data collected during the project and have ownership over the deliverables produced.

The final report for this research / evaluation project must be formatted according to BEIS publication guidelines, therefore within the Research paper series template and adhering to BEIS accessibility requirements for all publications on GOV.UK. The publication template will be provided by the project manager. The template will include an executive summary of the key findings, methodology, and the peer reviewers' comments. The final report will be published following sign off from BEIS and the interim report will be internal only.

Timetable

The indicative timings are that the project would last around 12-15 months, but the bidder is welcome to propose alternative timings. We anticipate the maximum time frame would be 18 months in total. The first phase would run from August 2020 to March 2021, and the second phase from April 2021 onwards.

Contract review point - After phase 1 a and b, there shall be a break clause. At this stage BEIS reserves the right to terminate the project. Bidders must clearly signal this break clause within their pricing and proposed methodology.

The baseline survey would be conducted in line with participant sign-ups – recruitment from July 2020 – mid February 2021.

The evaluation contractor will be asked to specify how, when and how often they will collect feedback information.

Final feedback surveys would be completed on a rolling basis as participants complete the sessions (9 weeks after sign up) (end August 2020 – March 2021).

Interviews with stakeholders (September-October 2020)

Follow up surveys will be completed 6 months after finishing the programme (March – September 2021).

In depth interviews (July-August 2021)

Write-up (September – October 2021)

Contractors are welcome to suggest amendments to the above timetable, with a rationale for differences to the above timings

Challenges

Challenges to this project may include:

- **Ensuring that data can be collected virtually if social distancing measures remain in place and ensuring this does not affect data quality.**
- **Unpicking what the virtual delivery will mean for compliance with the programme.**
- Response rates & attrition rates for surveys and participation in depth interviews
- Interviewing and surveying businesses that have not engaged
- Data are likely to be collected by business schools (though contractors could set up away to do it directly in conjunction with business schools) and it will need to be ensured that this is standardised.
- Balancing data requirements with burden on the businesses and delivery partners.
- Relaxing social distancing measures could mean a change in delivery for the programme from virtual to face-to-face delivery – need for adapting data collection and ensuring evaluation is not affected by any inconsistencies
- Capturing and assessing the impact of COVID-19 on the outcomes and applicability of the findings to other times and contexts, in addition to whether outcomes are a result of the programme itself versus other factors.
- Ensuring that data is of sufficient quality for long term evaluation – how will contractors ensure they get the right data and what quality checks they will build in.
- Delivering an interim report by the end of this financial year – how will contractors maximise the value of this report and what challenges might be faced delivering it

Given the changing circumstances, the contractor will have to ensure they can work flexibly. We will wish to maximise what we can learn from this change in delivery – it could be an opportunity as much as a challenge.

Contractors are asked to suggest how they will address these challenges and any others they identify. Please also identify key risks and how they will be addressed.

Working Arrangements

The successful contractor will be expected to identify one named point of contract 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. Contractors will be expected to outline their proposed working arrangements with the BEIS project manager, including how they will regularly communicate with BEIS and when face-to-face meetings with the wider project team will

occur. Please also outline the approach to project management and how that will ensure high quality research and timely outputs.

Governance:

Chartered Association of Business Schools (CABS) – CABS have dedicated resource to co-ordinate between BEIS/evaluation contractors and the business schools (e.g. data collection, sharing information). CABS work closely with BEIS and the evaluation contractor throughout the project and have dedicated support to deliver the evaluation. They will be heavily involved in the design of the evaluation and key research instruments (e.g. topic guides and surveys).

Evaluation working group – this group will be more involved in the evaluation compared to the steering group. They will be involved in quality assuring key deliverables and feed into the content of the evaluation (e.g. sample frame, topic guides, survey design and reports). The group will consist of key BEIS analysts and policy colleagues to feed into the design and delivery of the evaluation.

Steering Group – the steering group will be kept up to date with the progress of the evaluation and will be informed of key decisions. This group can also be drawn upon to sense check decisions. The emerging and full evaluation report will be presented to them. Members will include senior BEIS analysts and policy, CABS, business schools, academics and wider stakeholders delivering business support. They will also provide a peer review and sign off function of the final and interim report

4. Deliverables

The deliverables required for this project are:
- An interim evaluation report (by end March 2021)
- Summary poster / infographic
- Published full final evaluation report
- Quality-assured, technical report which contains sufficient detail that the research could be replicated
- Slide pack summary, systematically providing answers to the high-level research questions
- Presentation of results to key stakeholders
- Full clean dataset to enable longer term impact evaluation to be carried out – this will include contact details of firms (for re-contacting) and information about participants (and non-participants where relevant) e.g. unique business identifiers to enable data linking.
- Other deliverables include the baseline & feedback survey instruments, 6-month follow up survey, topic guides, survey data tables (cross-tabulations), syntax used for data cleaning and analysis, topic guides & coding criteria for qualitative research.

Part 2:   Contract Terms

Contract Terms v6.0