

## SPECIFICATION

### 2. Specification

#### 2.1. Definitions

a. In this specification, the following definitions have the following meanings:

Authority	means Crown Commercial Service (CCS);
Call Off Contract	means a legally binding agreement (entered into pursuant to the provisions of this Framework Agreement) for the provision of the Services made between a Contracting Authority and the Supplier pursuant to Framework Schedule 5 (Call Off Procedure);
Contracting Authorities	means the customers which are listed in the OJEU Notice and “Contracting Authority” shall be construed accordingly;
Framework Agreement	means the contractually-binding terms and conditions set out at Attachment 1 of this Bid Pack to be entered into between the Authority and the successful Bidder(s) at the conclusion of this Procurement;
Further Competition	means the further competition procedure described in paragraph 3.10;
Key Performance Indicators (KPIs)	means the performance measurements and targets set out in paragraph 2.8;
Management Charge	means the sum payable by the Supplier to the Authority being an amount equal to 1 per cent (1%) of all Charges for the Services invoiced to the Contracting Authorities by the Supplier (net of VAT) in each Month throughout the Framework Period and thereafter until the expiry or earlier termination of all Call Off Contracts entered pursuant to this Framework Agreement;
Management Information (MI)	means the Management Information specified in Framework Schedule 9;
Services	means the Services that may be provided by Suppliers, as set out in Bid Pack 2 – Customer Needs (Specification).
Supplier(s)	means a bidder(s) with whom the Contracting Authority has concluded a Framework Agreement;
Supplier Personnel	means all directors, officers, employees, agents, consultants and contractors of the Supplier and/or of any sub-contractor engaged in the performance of its obligations under this Framework Agreement or any Call Off Contracts;

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## 2.2. Introduction and background

- a. The purpose of this specification is to set out the scope of the Services that the Supplier is required to provide under this Framework Agreement and to provide a description of the Services.
- b. Suppliers shall provide a range of applied behavioural insight services. Suppliers shall provide an additional depth of capabilities and capacity to help HM Government (HMG) as it seeks to bring behavioural evidence and empirical research increasingly into the services and systems under its oversight, generating new ideas and approaches, and supporting the further development of internal awareness and capability.

## 2.3. Scope

- a. The Supplier shall be required to provide Services throughout the United Kingdom and may be required at international locations.
- b. For each Call Off Contract under this Framework Agreement the Contracting Authority will define the specification in accordance with the Call Off process, which is in Framework Schedule 5 (Call Off Procedure) of Attachment 1 (the Framework Agreement).
- c. Suppliers shall be capable of delivering a range of applied behavioural insights services, to be used both in isolation and as part of an end-to-end process; this will include, but not be limited to, the following:

Requirement	Description	Typical Service Lines
<b>Policy analysis, development and advice</b>	<p>To draw on insights from the behavioural sciences, to inform and lead effective policy development.</p> <p>This may include identifying relevant behaviours to influence (to change, maintain, introduce or stop), using behavioural frameworks and theories to identify gaps or opportunities for intervention and exploring options to influence behaviours and recommend policy options to achieve behaviour change.</p>	<ul style="list-style-type: none"><li>• Development or review of policy</li><li>• Identification and development of new initiatives, services or programmes</li><li>• Evaluation of existing policy and future initiatives</li><li>• Communications advice and materials</li></ul>

<p><b>Service insight, service design, service delivery and organisational reform</b></p>	<p>To improve the effectiveness of services (in particular public services) and organisations, drawing on insights from the behavioural sciences.</p> <p>This may include reviewing and identifying insights and opportunities, for reform in delivery systems or organisations based on understanding the behaviours of service users / staff / others, using these insights and/or behavioural frameworks and theories to identify opportunities to re-design or change service design / service delivery / organisational strategies, policies and procedures, developing intervention and implementation options to achieve behaviour change.</p>	<ul style="list-style-type: none"> <li>● Review of service use, design and delivery</li> <li>● Review of organisational design</li> <li>● Development of recommendations as to how service delivery or organisational design could be reformed</li> <li>● Evaluation of existing and future initiatives</li> <li>● Communications advice and materials</li> </ul>
<p><b>Design and implementation of trials</b></p>	<p>To support evidence based policy making and reform to services and organisations through empirical approaches (such as randomised control trials).</p> <p>This may include identifying clearly the behavioural outcomes, target populations and evidence/theory- based mechanism of action, identifying the practical intervention options including: developing the intervention content; project materials and trial design; leading the project management; and, delivery and data collection for a trial.</p>	<ul style="list-style-type: none"> <li>● Development of trial design and protocol</li> <li>● Intervention delivery and data collection</li> </ul>
<p><b>Evaluation and reporting of trials</b></p>	<p>To enable objective understanding of how a behavioural science-informed intervention was implemented, what effects it had, for whom, how and why.</p> <p>This may include evaluation design (using robust evaluation methodologies), analysis and presentation of the finding (including oral presentations and report writing).</p>	<ul style="list-style-type: none"> <li>● Trial evaluation design and protocol, analysis and communication of findings</li> </ul>

<b>Capability building</b>	<p>To support the development of capability to apply behavioural sciences in HM Government's work.</p> <p>This may include design and delivery of learning activities for public bodies (such as training, workshops and conferences) and wider ranging support to enable public bodies to design, strengthen and mainstream in-house capacity and capability.</p>	<ul style="list-style-type: none"> <li>● Delivery of training materials, programmes, workshops and master classes</li> <li>● Delivery of conferences and capability building interventions within conferences</li> <li>● Development and/or review of capability building plans</li> </ul>
<b>Thought leadership</b>	<p>To identify new opportunities to advance the public good through application of behavioural insights. This will likely build upon the Supplier's own corporate research and development.</p> <p>Can include strategic work to review and identify untapped opportunities to apply behavioural insights to achieve HM Government objectives, research and development of new products and services.</p>	<ul style="list-style-type: none"> <li>● Development and communication of policy, strategy or other opportunities to advance the public good</li> <li>● Strategic review of opportunities to apply behavioural insights in a particular domain</li> <li>● Development of new initiatives, services and products</li> </ul>

d. Suppliers are required to be able to provide all of the following:

- Behavioural approaches (as detailed in paragraph 2.4);
- Research, analysis and evaluation methods (as detailed in paragraph 2.5); and
- Public policy (as detailed in paragraph 2.6).

#### 2.4. Behavioural approaches

a. Suppliers shall have breadth and depth of knowledge, and in-house qualified expertise in understanding drivers of human behaviour, such as:

- Psychological theories and models of behaviour, including but not limited to:
  - decision making (understanding developments in normative, descriptive and experience-based theories of choice, as well as the impact of experience and expertise on judgements and choice);
  - social psychology (the social and cognitive processes on the way individuals perceive, influence and relate to others);
  - consumer psychology;
  - occupational psychology; or
  - health psychology.
- Behavioural economics (applies psychological insights into human behaviour to investigate how people make economic decisions under various conditions of constraint (e.g. time and knowledge) and influence (e.g. social pressure)).

- Sociological and/or anthropological approaches (the study of behaviour in context – particularly as a result of institutional, system or social processes - and application to social policy).
- Organisational behaviour and organisational change.

#### 2.5. Research, analysis and evaluation methods

- a. Suppliers shall have the ability to bring high levels of rigour and expertise in their ability to conduct, report and evaluate empirical research to develop behavioural change interventions and/or evaluate the implementation of behaviour change interventions.
- b. The research and evaluation approaches of Suppliers may include quantitative methods (such as randomised control trials and statistical analysis) and/or qualitative methods (such as interviews and focus groups and ethnography). The capability to provide mixed-method approaches is desirable.

#### 2.6. Public policy

- a. Suppliers shall be expected to have, or have access to, capability and knowledge across a diverse range of policy areas of concern to HM Government and the public sector. This shall include, but is not limited to, public services and wider social policy, home affairs, growth, infrastructure and economy. Knowledge should cover both the policy and public service delivery landscape.
- b. Suppliers shall be expected to have a deep and practical expertise and knowledge of how public policy is made and applied in the UK (particularly at central government level). Suppliers shall be able to develop policy options and initiatives which are alert to the political landscape, and to provide close and constructive input to the policy making process that is responsive to feedback from policy owners, and learns from earlier policy successes and pitfalls. Suppliers shall have a clear understanding of when behavioural approaches can suitably add value to the policy-making process.
- c. Suppliers shall demonstrate a variety of approaches to engaging policy makers in behavioural work (from written reports to more interactive and innovative approaches).
- d. It is essential that Suppliers bring a strong grounding in relevant academic theory, a sound understanding of analytical methodologies, and an ability to apply this to public policy.
- e. The Supplier shall ensure that all Supplier Personnel, involved in the delivery of the Services, act in a responsible and professional manner and possess the qualifications, experience and competence appropriate to the tasks for which they are employed, including in relation to any specialism relevant to performing the Call Off Contract.

- f. The Supplier shall make available to Contracting Authorities the following grades of Supplier Personnel including, but not limited to:

Staff Grades	Description
Category A	Senior member of personnel, having assumed responsibilities in his/her profession through the performance of management and supervision roles. They must have at least 10 years professional experience of which at least 4 must be relevant to the sectors concerned and the type of tasks to be performed under the contract.
Category B	Certified member of personnel having received a high-level training in his/her profession and recruited for his/her appreciated skills as regards professional practice. He/she must have at least 5 years professional experience of which at least 2 must be relevant with the professional sectors concerned and the type of tasks to be performed under the contract.
Category C	Junior member of personnel such as a junior researcher. A newcomer to the profession but with training related to the professional sectors concerned and the type of tasks to be performed under the contract.
Category D	Administrative or general junior personnel (e.g. those involved in ensuring the logistics of the tasks are undertaken).

#### 2.7. Collaborative working

- a. The Supplier acknowledges and agrees that Contracting Authorities may request that Suppliers work collaboratively, including Suppliers from the framework working in collaboration with the Contracting Authorities internal personnel and/or personnel from other framework Suppliers with varying specialisms and experience:
- to support the delivery of novel, complex or strategically important Services; and/or
  - the Supplier shall ensure their full cooperation to enable and facilitate, wherever possible, operating in a collaborative way where a Contracting Authority's project requires this.
- b. The Supplier shall acknowledge that, to ensure insights from behavioural science are applied to the policy making process, the most effective way is to work collaboratively, allowing frequent communication and iterative policy work recognising the complex and dynamic nature of policy making.

#### 2.8. Account and relationship management

- a. The Supplier shall provide the Authority with a nominated and appropriate representative, with relevant and appropriate experience, authorised to act as its supplier relationship manager at the time of signing the Framework Agreement.
- b. The Authority will operate a Framework Agreement management process. It will principally involve the management of the framework and will also have the following roles:

- (i) ) collection of the Management Charge;
  - (ii) collection and reporting of Framework Agreement Management Information (MI) and Key Performance Indicators (KPIs);
  - (iii) dealing with issues concerning Further Competitions;
  - (iv) general day to day framework relationship management; and
  - (v) performance management.
- c. The Supplier shall immediately provide the Authority with a written report where service and/or performance falls below the required level. The report shall detail the remediation measures that have been put in place to prevent a re-occurrence of such service and/or performance failure.
  - d. The Supplier shall provide Contracting Authorities with a named account lead at your Board level, with relevant and appropriate experience, who will take overall responsibility for delivering the Services required within a Call Off Contract.
  - e. The Supplier shall, within five (5) working days of the Call Off commencement date, send to Contracting Authorities the name and contact details (including email address and telephone numbers) of the nominated account lead.

#### 2.9. Project management

- a. The Supplier shall provide, whilst delivering the Services, agile Project Management services for the Customer.
- b. The Supplier shall have a clear oversight, reporting and management of agreed outputs to time.
- c. The Supplier shall, whilst delivering the Services, keep the Customer fully informed of the progress and status of all Services and deliverables.
- d. The Supplier shall prepare and submit written reports, as and when required by the Customer.
- e. The Supplier shall, keep the Customer informed of any actual, anticipated or perceived problems that will impact the delivery of the Services
- f. The Suppliers Project Manager, will arrange and attend meetings with the Customer to review the status and progress of the Services and Deliverables of the Project. They will also, seek to resolve issues which arise.

#### 2.10. Ethics / managing conflicts

- a. As the insights, results and recommendations from Suppliers will be informing public policy making, it is essential that Suppliers shall operate to high ethical standards in their work and can demonstrate their objectivity, in order not to create any reputational risk to government from conflicts of interest.
- b. A Supplier will not undertake work outside of its support for public bodies, which could trigger any conflict, and will have clear procedures in place to anticipate and avoid such a risk.
- c. The Supplier shall apply strong business and commercial management experience, including the ability to build and maintain a correctly balanced team, taking into account skills, expertise and delivery (at the appropriate level), and managing out any

conflicts of interest.

2.11. Partnership working

- a. The Suppliers shall provide consistent intellectual leadership over their work. However, where partnership working or sub-contracting allows a Supplier to offer a more rounded or comprehensive response to requirements, this is encouraged and can help upskill wider professionals in the behavioural sciences.
- b. The Authority encourages Suppliers to have connections to academic specialists (in public policy topic areas and/or in behavioural sciences) to enrich their offer at Call Off Contract stage.