



Behavioural Insights

Customer guidance (RM6004)



Cabinet Office



Crown
Commercial
Service

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Introduction

This guidance has been produced by the Crown Commercial Service (CCS) and the Cabinet Office to help you understand how to use the Behavioural Insights (RM6004) framework. It covers:

- The steps you need to take to appoint a supplier
- What to include in your specification
- The information you need to provide when issuing your further competition
- Managing your contract with your appointed supplier

If you have a particularly complex requirement you should seek additional advice from your own commercial or behavioural insights specialists.

What is the Behavioural Insights framework?

Behavioural Insights is a ‘single lot’ agreement that includes a range of suppliers so you can tap into the very best behavioural insights expertise.

A supplier appointed through this framework will be able to inform policy and service design by using behaviour change, with an emphasis on finding innovative ways of encouraging, enabling and supporting people to make better choices for themselves and ensuring that our public services are based on strong evidence about human behaviour. The suppliers on this framework can work alongside you to shape the work from the very start, taking an iterative approach to meet your needs.

The services provided under the agreement include:

- Policy analysis, development and advice
- Service insight, service design, service delivery and organisational reform
- Design and implementation of trials
- Evaluation and reporting of trials
- Capability building including training
- Thought leadership including strategic work to review and identify untapped opportunities to apply behavioural insights

There is also the option to use suppliers to build in-house capabilities to apply behavioural sciences. This may include the design and delivery of learning activities.

Who can use the framework?

This framework agreement can be used by all UK public sector bodies which includes:

- Central Government Departments, Arm's Length Bodies and Executive Agencies
- Non Departmental Public Bodies
- Devolved administrations
- NHS bodies
- Local Authorities
- Police, Fire and Ambulance Services
- Charities
- Universities, colleges, schools, further education providers

The basic process

Appointing a supplier through this framework includes the following key steps:

- Choose which type of contract you need (see page x) you must invite all suppliers on the framework and run a further competition. There is no direct award process on this framework
- Identify whether Behavioural Insights will be useful for you
- Define your objective and the problem you are trying to solve
- Develop and issue your written project specification, with evaluation criteria and associated weightings. Ensure your specification is proportionate to the value and complexity of the requirement. You must invite all suppliers on the framework to take part in the competition.
- Receive and evaluate written proposals from suppliers. *Optional:* invite shortlisted suppliers to present their proposals
- Award the contract to the successful supplier
- Provide feedback and evaluation scores to suppliers

There are additional optional steps that you can take depending on your requirement. These steps are outlined in detail within this document.

The role of Crown Commercial Service (CCS)

CCS' role is to provide you with advice and guidance on how to get the best out of this framework agreement. We can help with any queries you may have such as the best way to appoint a supplier and advice on structuring your evaluation criteria. CCS manages the overarching agreement and the suppliers at framework level. You are responsible for managing the contract with your appointed supplier. CCS is able to help with any issues you may have that require escalating.

If CCS currently undertakes procurement activity on your behalf please email cs.procurement@crowncommercial.gov.uk to seek advice at the earliest opportunity. If you have any other queries please call our Customer Service Desk on 0345 410 2222 or email us at marcommsandresearch@crowncommercial.gov.uk.

The role of behavioural insights specialists

Your organisation may have in-house behavioural insights specialists, and/ or specialist policy teams, who can offer support and technical advice. In addition to this we have set up a network of behavioural insights specialists across central government departments. The specialists can advise on your approach and use of behavioural insights, and help review your project specifications. Seek their advice as early as possible. Please see [Annex 1](#) for the list of specialists support users.

Before you start

Before you use this framework there are certain requirements that you may need to fulfil in addition to your own organisation's guidelines. Behavioural insights is one approach that may benefit your work. It can be used in combination with other methodologies.

Getting approval to spend

Before using this agreement you should ensure that you have applied for and received the necessary budget approval. Please note that approval may be required through the Treasury and Cabinet Office Controls prior to the procurement and appointment of a supplier through this framework. You can seek advice from your commercial or behavioural insights specialist.

Allow sufficient time for proposals and evaluation

Ideally, allow up to five weeks to complete the tender process, from the date of issuing your specification to contract award. An example timetable has been provided in [Annex 2](#). Issuing an expression of interest as early as possible will provide additional time for suppliers to plan resourcing.

Suppliers will need a reasonable period of time to review and prepare a response to your project specification. This includes allowing sufficient time for suppliers to ask clarification questions and consider your answers before the deadline for written responses. Make sure you factor in the time needed to evaluate supplier responses, and run a presentation (if required). Agree who will evaluate the proposals before you run a tender so you can build this into the overall timetable. Make sure your project specification is proportionate to the complexity and value of your requirement.

Agree how you want to work with the supplier

There are different types of arrangements you can have with suppliers using the call-off contract:

- **Project agreement**

A call-off contract for a specified project, within a time period.

- **Defined term agreement**

A call-off contract for a fixed period of time to work on any number of projects you may require during this period. Payment for this arrangement is per project and set against delivery milestones.

- **Retainer agreement**

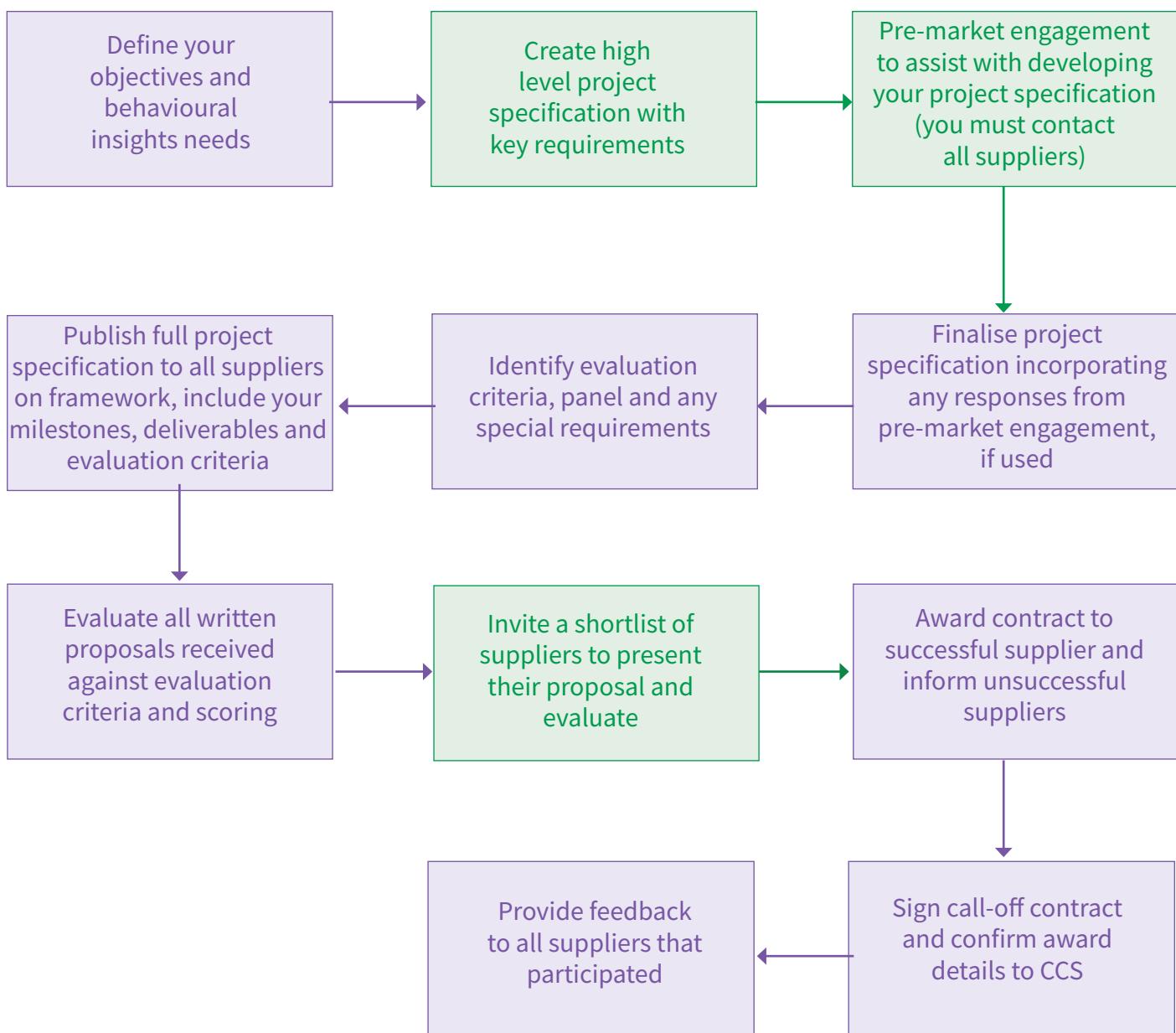
A call-off contract for a fixed period of time where you agree to pay a supplier a fixed retainer fee on a regular basis.

Your call-off contract can run for a maximum of four years under the terms of the framework agreement. We recommend a fixed term with the option for one or more extensions i.e. a 2+1+1 or a 3+1, to give you flexibility.

Please seek advice from your commercial function regarding the most suitable agreement for your requirements.

Using the framework

The flow diagram sets out the best practice approach to using the framework.



Key

Required

Optional

Defining your objective

The first step to procuring a supplier is identifying what the outcomes of the policy objectives are, along with the deliverables required.

SMART objectives are the best place to start, however not every issue will be so clear cut at this stage. The important points to establish are:

- The ultimate policy or service design objectives
- Broadly who is the target audience
- The role of behavioural insights in meeting those objectives
- Any significant barriers to reaching this objective

Sometimes pinpointing objectives can take time. However, it's important that you get these right; your entire project will be built around your required outcome. One way of doing this is to think about it in reverse and the end point of the project - what do you want people to stop, start or continue doing as a result of your policy or service design change and work from there. You can share this thinking in your project specification to provide more detail about what you want your project to achieve.

Tip: Your organisation's behavioural insights specialists could helpfully provide some early behavioural analysis to identify the key behaviours in your system that need to be changed, or be sustained, and their drivers. You may instead choose to take an agile approach to your project, where suppliers are invited to undertake this early analysis or map your system - you should be clear that you'll use this phase of work to inform your objectives for the remainder of the project.

Examples of good SMART objectives

- Reduce the rates of Delayed Transfer of Care (DTOC) between hospitals and social care by 20% over the next year
- Ensure that at least 70% of people in the target groups have taken up their invitation for the seasonal flu vaccination within six months
- Increase the number of people that claim to test their smoke alarms monthly (or more) from 31% to 35% in this financial year

Writing your project specification

The stronger the project specification, the better the result. Focus on the research objective and provide any relevant data that will help suppliers to understand the requirement in more detail.

Setting expectations in terms of timelines, results or processes is part of your contractual obligation and also means less surprises down the line. This can provide a sense of predictability that helps you to feel in control and confident in the process. You will want regular updates, performance reports and briefings, so make these requirements clear in your project specification and ensure they are reflected in your contract for discussion at the start of your project.

Tip: We have produced a sample template showing the type of information you need to include in your project specification, please see [Annex 3](#). This template is not mandatory.

Evaluation criteria

You will need to decide in advance what information you need from suppliers and include this in your project specification. Evaluation criteria must be linked to your requirements. General capability should not be tested as this has been done at framework level.

Your evaluation criteria should allow suppliers to see how their proposals will be evaluated and the weightings that will be applied against the quality and price scores. We recommend an 80% quality / 20% price split. You can choose the overall weightings and sub-criteria as long as they fall within the below parameters:

Quality: 60 - 95%

Price: 5 - 40%

If you are including a presentation stage, please specify in your project specification the maximum number of suppliers you will invite. You should only invite suppliers who have sufficient stage one scores to enable them to win the competition. Please don't ask the same question in both stages.

The scores from the presentation stage are added to those for their written responses to provide a final score which identifies the successful supplier. You will need to allocate a % score for each stage which totals 100%. The weighting split between the written submission and the presentation stages will vary depending on the project specification, however you would expect to allocate a higher weighting for the first stage which includes quality and price elements.

Suppliers should be asked to provide the project price in their written submission. The framework agreement has a rate card which lists the maximum day rates suppliers can charge for each role type.

You do not need to ask for financial details. Suppliers have been robustly assessed on this at framework level.



Appointing a supplier

Pre-market engagement (optional)

You may find it useful to communicate with suppliers ahead of issuing your final project specification by undertaking a pre-market engagement exercise. This will allow you to gather ideas on new innovations and help you to shape a strong and clear project specification.

If you decide to speak to suppliers ahead of your further competition, you must prepare an outline of your project specification before you contact suppliers. This can be a draft and does not need to be complete.

You will need to contact all suppliers on the framework for this exercise but you can choose how you do this - for instance you can email them for information, invite them to an event or meeting to discuss the project specification or issue a 'Request for Information'. This stage is for informal information gathering. If a supplier doesn't engage at this stage don't assume that they do not want to participate. All suppliers should have the option to bid when you issue the final project specification.

Dos and don'ts checklist:

Do

- ✓ Contact all suppliers on the framework, ensuring activity is undertaken in a fair and transparent way providing every supplier with an equal opportunity
- ✓ Provide a reasonable time limit to email requests to make sure suppliers know by when they need to respond
- ✓ Keep an audit trail of all communications

Don't

- ✗ Limit contact to suppliers that you know
- ✗ Contact suppliers in different ways, each supplier should be given an equal opportunity to respond (i.e. don't email some suppliers and phone others to discuss your requirement)
- ✗ Forget that all suppliers can bid when you issue your final project specification

1. Issue your project specification

Your completed project specification along with all other relevant documents, must be issued to **all** suppliers that are on the framework.

Tip: A checklist of everything that you will need to include has been provided in [Annex 4](#).

This can be done either via the CCS online procurement tool (eSourcing), your organisation's own procurement tool or by emailing suppliers. A full list of suppliers and their contact details can be found under the 'lot details' tab of the [framework webpage](#). Please do not invite suppliers with different profiles to those listed on the website as they may not reach the right supplier contact. If you are using the CCS eSourcing tool, the supplier contacts are already set up on a template. Please refer to the [eSourcing user guidance](#) for further information.

Using a portal gives an auditable approach to the tender process. It is used to:

- Respond to clarification questions
- Track bid responses
- Send reminders to bidders
- Communicate to successful and unsuccessful suppliers
- Provide feedback to all parties

Tip: You may choose to complete an initial capability assessment if you have specific requirements that are mandatory. This will allow you to quickly establish which suppliers can meet your requirements prior to issuing the full project specification. Please use a series of yes / no questions that suppliers will have to pass to get to the next stage.

Dos and don'ts checklist

Do:

- ✓ Provide a clarification period for suppliers to ask questions about the project specification
- ✓ Specify particular requirements that need to be fulfilled
- ✓ Include an indicative budget or range
- ✓ Provide a clear deadline for responses
- ✓ State whether there will be a face-to-face presentation and what format this will take
- ✓ Make sure that your requirements, documentation and evaluation are proportionate to the value and complexity of your project
- ✓ Ensure suppliers have equal access to information during the tender process and publish all responses to questions asked or clarifications raised to all suppliers involved
- ✓ State that the competition is being run through the CCS RM6004 Behavioural Insights agreement at the start of your project specification

Don't:

- ✗ Be overly prescriptive, give the supplier space to suggest a solution
- ✗ Use acronyms or civil service terminology - use plain English
- ✗ Overwhelm the reader with excessive data
- ✗ Ask for too much up front. Trial protocols, for example, should only be requested as part of the presentation (if used) rather than in the written response
- ✗ Forget to disclose any conflict of interest issues/reputational constraints you may have in your project specification

2. Review proposals from suppliers

All suppliers will need to provide a written proposal in response to your project specification. It is recommended that you assign three people to evaluate the proposals as this makes reaching an objective decision easier. Responses should not be discussed outside of the evaluation team and pricing information should be treated as commercially sensitive. Make sure that you maintain a fully documented audit trail of the results and final award decision, which will be useful when providing feedback to the participating suppliers.

If you are a central government customer, it is recommended that you include a behavioural insights specialist on your evaluation panel.

Tip: To help make reviewing proposals easier, a template has been developed for scoring written proposals. See [Annex 5](#).

3. Face-to-face presentation stage (optional)

After reviewing written proposals, you have the option to invite suppliers with the best written response to present their proposal as an opportunity for face to face dialogue.

This stage will allow suppliers to present more detailed proposals and answer any specific questions you may have regarding their written response. It is also a great opportunity for you to meet the policy or service design team and better understand the skills and expertise they will bring to your project. The evaluation panel should prepare the structure of the meeting and it is recommended that you share the outline with the shortlisted suppliers so that they are able to properly prepare. You should not repeat the questions asked in the initial written stage.

If you decide to include a face-to-face presentation, you should outline from the outset of your project specification how many suppliers you expect to invite and the criteria you are looking for and scoring them on. The evaluation of presentations must fall under your quality score and the weighting for this stage must be published in your project specification from the outset. Your quality score from the written stage must be added to your quality score from the presentation stage to get a total quality score. An example evaluation matrix has been provided in [Annex 5](#).

Dos and don'ts checklist:

Do:

- ✓ State in your project specification whether you intend to hold a face-to-face presentation
- ✓ Ideally the supplier's presentation team should include the key people that will be working on your project
- ✓ Ensure the suppliers are aware of any technology or other logistical restrictions for the presentation
- ✓ Inform suppliers in advance of who will be on the presentation panel and their role in the organisation/ project
- ✓ Communicate any additional information that comes out of the face-to-face presentation stage to all shortlisted suppliers

Don't:

- ✗ Discuss additional information with a particular supplier that has not been shared with another
- ✗ Share any information regarding a particular supplier's approach
- ✗ Introduce new elements to the project specification

4. Award the contract

Following the completion of your tender process you can now award a call-off contract to the successful supplier. Once you have the relevant internal approvals in place you can notify all participating suppliers of the outcome. A standstill period is not mandatory but can be used for high value contracts - this is a 10 day period from your intention to award notification to actually awarding a contract.

You must use the standard letter of appointment to form your call-off contract which is available on the [framework webpage](#). The terms are aligned to the call off terms and conditions. There are some sections of this contract that you can alter depending on your organisation and requirements.

The letter of appointment must be completed by the customer prior to being sent to the supplier for signature. The document includes guidance so you understand how to fill in the relevant sections.

Please send the details of your award to
marcommsandresearch@crowncommercial.gov.uk
 including:

- Contract name
- Contract length (including any extension options)
- Contract total value
- Winning supplier name

Please remember to fulfil your department's transparency requirements and publish details of your award on [Contracts Finder](#).

5. Provide feedback to suppliers

You should provide constructive, written feedback to all participating suppliers and include a full breakdown of their scoring, this will help them to understand how they can improve for future opportunities. Feedback comments should be objective and link back to the evaluation criteria.

Tip: We have developed a template, which you can use as a basis to develop your evaluation, and a scoring system has been applied, which you are able to adapt to your needs, see [Annex 5](#).



Managing your supplier and being a good customer

This framework is for *applied* behavioural insights, which means there is a focus on partnership working. A collaborative approach will allow you to make the best use of your supplier's knowledge and expertise to help deliver your project.

The job of a supplier is to understand who you are as a customer and translate that in a way that helps you better meet your objectives. Being a good customer is integral to building an effective partnership. There are certain behaviours you should expect from your supplier and there are also behaviours that you as a customer can exhibit to ensure that your project is delivered as effectively and efficiently as possible. As a customer you are obliged to undertake certain project management activities, however there are additional actions you can take to ensure the smooth running of your project and a positive relationship with your supplier. Ensure you are clear who the lead customer is and lead supplier contact at the start of the project.

Our obligations as customers

Within the call-off contract there are a number of obligations we have as customers. These include:

- Provide a clear project specification setting out your requirements (services and deliverables) and timelines of each phase of work
- Meet with your supplier on a regular basis to discuss progress. You should consider inviting your supplier to join your internal policy/service design meetings to help them build a better understanding of your needs
- Promptly address any issues with your supplier
- Agree at the start of the project how frequently you expect to receive reports from your supplier, this should be in line with the requirements in the project specification
- Pay your supplier within 30 days of approving the invoice. Check invoices against the rates and deliverables agreed in your contract

You should be able to rely on your supplier to give you the expert advice and consultation that comes from its collective wisdom and experience. A great supplier will explain every facet of its strategy, offer honest advice and acknowledge when the topic has shifted outside of its expertise. As a customer you should also proactively advise the supplier on anything it needs to know to deliver the best results.

How to address any issues

By ensuring you have regular communication with your supplier you should be able to avoid any major issues.

In the event that you do experience performance issues you should take the following steps to address the issue as quickly as possible.

- 1.** Raise the issue with your supplier and/ or commissioner lead at the appropriate time at your next status meeting or as soon as possible.
- 2.** Clearly set out your concerns and agree a plan of action with the supplier including a deadline for resolution - put in place more frequent status updates if you feel it's necessary.
- 3.** If the issue is not resolved by the agreed deadline, contact the CCS framework manager to notify them and agree next steps and a course of action.
- 4.** If you have carried out all reasonable steps to rectify the issue, allowed time for recourse and are still not satisfied, then you will need to decide a course of action with CCS.



Additional resources

- **Future Policy Network** - This is a collection of teams who work on cross-cutting issues which require innovative approaches. The teams include: EDS Projects, What Works Centres, Policy Lab, Office for National Statistics, Government Office for Science, Commercial Models, Open Innovation Team, Business Partnerships Team, Government Digital Service, Government Inclusive Economy Unit, Analysis and Insights.
Contact **Rebecca Abrahams** on rebecca.abrahams@cabinetoffice.gov.uk for information about how you can work with these teams
- **Trials Advisory Group** - the Cabinet Office [What Works](#) team launched the Cross-Government Trial Advice Panel. This panel brings together trialling experts from across government, along with over 20 top academics to provide a free-to-use service to all civil servants to help you design and implement effective trials and test whether your interventions really work
- **Research Marketplace** - CCS has developed a Dynamic Purchasing System which provides access to social, market and economic research services. You cannot issue a project specification to more than one framework at the same time.



Glossary of terms

Term	Meaning
Project specification	This is the equivalent of a Statement of Requirement and forms part of your Invitation to Tender pack.
Call-off agreement	A legally binding agreement for the provision of services made between a customer and a supplier. This is completed following a further competition.
Further competition	Is undertaken to establish which of the suppliers can offer the best value for your specific needs. Your project specification and supporting documents are issued for this process.
Capability Assessment	An optional stage in the further competition process which allows the customer to pass or fail suppliers before the written proposal stage.
Request for Information	Is the name of the document used when collecting information for your pre-market engagement exercise.
Standstill period	A period of at least ten calendar days between the notification of an intention to award and actually awarding a contract. This is an optional part of the process.

Annex 1

Behavioural Insights Specialists

Department	Peer support user	Email Address
Department for Business Energy & Industrial Strategy	Stephanie Walker	Stephanie.Walker@beis.gov.uk
Department for Business Energy & Industrial Strategy	Fizza Jabbar	Fizza.Jabbar@beis.gov.uk
Department for Work And Pensions	Cecile Morales	Cecile.Morales@dwp.gsi.gov.uk
Department for Work And Pensions	Kayleigh Carr	Kayleigh.Carr@dwp.gsi.gov.uk
Public Health England	Tim Chadborn	Tim.Chadborn@phe.gov.uk
Ministry of Justice and HM Courts and Tribunals Services	Karen Tan	Karen.Tan@Justice.gov.uk
Food Standards Agency	Alice Rayner	Alice.Rayner@food.gov.uk
NHS Improvement	Pam Kitsawat	pam.kitsawat@nhs.net
Department for Education	Primary specialist: Elizabeth Castle. Secondary specialist: Marc Newall	Elizabeth.Castle@education.gov.uk Marc.Newall@education.gov.uk
Department of Health	Simon Robinson	Simon.Robinson@dh.gsi.gov.uk
Health and Safety Executive	Katherine Fox	Contactable via HSE switchboard: 0300 003 1747
Office for National Statistics	Helen Moore	Helen.Moore@ons.gov.uk
Department for Transport	Demelza Birch	Demelza.Birch@dft.gsi.gov.uk
Department for Transport	Helen Bullock	Helen.Bullock@dft.gsi.gov.uk

Ministry of Housing, Communities and Local Government	Dave Gillet	Dave.Gillet@communities.gsi.gov.uk
Home Office	Jenny Cann	Jenny.Cann1@homeoffice.gsi.gov.uk
HM Revenue and Customs	Lorrah Achato	Lorrah.Achato@hmrc.gsi.gov.uk
HM Revenue and Customs	Joseph Scarlett-Smith	Joseph.Scarlett-Smith@hmrc.gsi.gov.uk
HM Treasury	Andrew Clemo	Andrew.Clemo@HMTreasury.gsi.gov.uk
Natural England (part of Defra group)	Dr Cheryl Willis	Cheryl.Willis@naturalengland.org.uk
Department for International Development	Pippa Ranger	P-Ranger@dfid.gov.uk
Office of Gas and Electricity Markets	Annabelle Bonus	Annabelle.Bonus@ofgem.gov.uk
Department for Environment, Food & Rural Affairs	Jackie Hoare	Jackie.Hoare@defra.gsi.gov.uk
Valuation Office Agency	Katharine Thorpe	Katharine.Thorpe@voa.gsi.gov.uk
Companies House	Emma Ward	Eward@companieshouse.gov.uk
Government Office for Science	Claudia Lally	Claudia.Lally@go-science.gsi.gov.uk
Government Equalities Office	Sarah Honeywell	Sarah.Honeywell@geo.gov.uk
Foreign & Commonwealth Office	Jennifer Haslett	Jennifer.Haslett@fco.gov.uk

Annex 2

Timetable for appointing a supplier

The timetable below provides an example of the timescales that are involved in a further competition, from the date of issuing your project specification to contract award.

You should allow approximately five weeks if you choose all recommended options.

			Timescale	
Task	Required/ Optional	Task owner	Working days	Weeks
Project specification issued	Required	Customer	Day 1	Week 1
Deadline for the submission of clarification questions	Required	Supplier	Day 6	Week 2
Deadline for response to clarification questions	Required	Customer	Day 8	Week 2
Deadline for submission of proposals	Required	Supplier	Day 12	Week 3
Evaluation of proposals	Required	Customer	Day 13 - 15	Week 3
Shortlisted suppliers notified	Optional	Customer	Day 15	Week 3
Face-to-face presentations	Optional	Customer and supplier	Day 18 - 19	Week 4
Evaluation of face-to-face presentations	Optional	Customer	Day 20	Week 4
Award contract and provide feedback to unsuccessful suppliers	Required	Customer	Day 21	Week 5
Project inception meeting	Required	Customer and supplier	Day 24	Week 5

Annex 3

Project specification writing guidance

The section will take you through the following areas of developing your supplier project specification:

- 1. Summary**
- 2. Objectives**
- 3. Context**
- 4. Target population**
- 5. Strategy**
- 6. Supplier requirement**
- 7. Supplier response**
- 8. Evaluation and appointment**

1. Summary

Use this section to set out the nature of the project specification to the supplier. The supplier should be able to use the summary to decide whether it would be appropriate for them to bid for your work. Make sure you cover:

- A short summary of your objectives - what is it you are trying to do that needs supplier help?
- Any mandatory constraints/services required
- Who the customer for the work is (e.g. are multiple central departments going to use the findings)
- How long you intend the contract to be in place
- Your budget, or if you prefer, a budget range - even if indicative

2. Your Objectives

Use this section to spell out in more detail your objectives.

If you already have SMART objectives you should include these here. If you do not have SMART objectives in place you should include the overarching policy outcome required.

Make sure you cover:

- The ultimate policy or service design objectives
- The role of behavioural insights in meeting those objectives
- Any significant barriers to reaching this objective.

3. Context

Use this section to provide detailed information on the background to the policy and/or service.

Make sure you:

- Alert all suppliers on the framework as early as possible before issuing your specification to allow forward planning and encourage participation
- Explain who you are as a customer - don't assume the supplier knows your organisation
- Set out any policy information the supplier needs to understand
- Ensure that the specification is proportionate to the value and complexity of the requirement
- Provide policy data, research and any useful links
- Describe any previous behavioural insights activity conducted in this field

4. Target Population

Use this section to provide information on your target population. Provide a picture of who you think will be affected by the policy or use the service.

Make sure you include:

- Any data you have on population size
- Current insight, including segmentations, focus group work etc.
- Your known stakeholders and influencers
- What you want your target population(s) to think, feel and do

5. Strategy

Use this section to explain your proposed approach (if you have one) and any considerations or constraints the supplier should bear in mind when developing or implementing the project.

Wherever possible the project specification should be encouraging suppliers to problem solve rather than being prescriptive in its strategy. You should be clear in this case that you wish the supplier to develop the approach and what it needs to consider in doing so.

If you do have an existing approach you should be very clear where/if you are seeking new ideas, or challenge.

Make sure you include:

- Any sensitivities surrounding the project specification (for example if a policy has vocal opposition)
- Any major constraints – for example if there is a constrained time period for the work
- Any conflicts or interest/reputational constraints – for example if you cannot work with suppliers that have certain customers (for example if your project specification is about smoking cessation you may decide it would be a serious reputational issue if your supplier had a major tobacco customer)

6. Supplier requirement

Use this section to explain what will be required of the supplier should they be appointed.

Make sure you include:

- Anything you require it to produce - i.e. a project plan, presentations of findings, written reports
- The specific role of the supplier - be clear on what is to be handled by the supplier and/or other suppliers and what is being done in-house
- How you will want to work with them - set out your expectations, including staffing levels, expertise, regular meetings etc. as this will help the supplier select the right team and accurately cost their proposal
- Key delivery milestones for the work
- How you will measure their success, in particular what KPIs you intend to set (if known). How poor performance will be managed
- Expectations on monthly management information, data, progress reports, regular meetings

7. General

- Provide timescales - for award process and delivery of final findings
- Specify the contract duration including any extension options
- Specify your requirements for sub-contracting
- Specify any location specific requirement
- Specify any security requirement
- Omitting or adding terms and conditions. The standard framework terms and conditions are designed to meet your needs and have been agreed by all suppliers. However, if the terms do not adequately meet your requirements, you may omit or include additional special terms subject to the following:
 - Omitting terms or adding special terms may be proposed only by the customer
 - Omitting terms or adding special terms may only be sought at the start of a further competition
 - Omitting terms or adding special terms must not be used to substantially alter the framework or Call-Off terms and conditions

8. Evaluation process

You need to include the process you intend to follow to evaluate the bids in the further competition documentation. The evaluation procedure must be defined and should include:

- The criteria against which you will assess the responses for both quality and price and the scores that you will apply to rate performance against each criteria.
- The overall basis for determining which supplier response is the most economically advantageous offering. Normally this is the bid with the highest overall mark.

The list below gives you a guide to what you should be looking for when evaluating proposals from suppliers. It is not intended to be a checklist, nor is it exhaustive, but it gives an indication of how they should be assessed.

Objectives	<ul style="list-style-type: none"> • Does the supplier show that it understands your objectives and the outcomes that you want to achieve within the desired time timeframe? • Is there evidence of the ability to develop clear objectives around complex projects?
Strategy	<ul style="list-style-type: none"> • Has the supplier demonstrated a high understanding of the problem and policy context and convincingly set out how it will address it? • Has the supplier put forward a persuasive plan of action to achieve a defined goal? • Does the strategy relate back to the objectives? • Are there any innovative approaches to solving complex problems? • Has the supplier been sensitive to any political issues and reputational considerations?
Implementation	<ul style="list-style-type: none"> • Does the approach match what you know about the policy or service design challenge? • Does the supplier show it can work successfully in partnership with other suppliers, stakeholders or partners?
Scoring	<ul style="list-style-type: none"> • Does the supplier show use of KPIs to track progress? • Is there a robust approach to evaluation and improvement? • Does the supplier add any new or innovative evaluation tools or techniques?

Annex 4

Document checklist before issuing your project specification

Document	Checked?
State RM6004 Behavioural Insights at the start of your competition document	<input type="checkbox"/>
Dates for the clarification period	<input type="checkbox"/>
Tender timetable which sets out the high level stages of the process and when you intend to award and start the contract, see Annex 2 .	<input type="checkbox"/>
Detail on the process, evaluation and weighting of the written stage	<input type="checkbox"/>
Detail on the process, evaluation and weighting of the presentation stage (if used)	<input type="checkbox"/>
Appendices (if used)	<input type="checkbox"/>
Letter of appointment and call off terms and conditions	<input type="checkbox"/>
Tendering instructions (detail on the submission process specific to your organisation)	<input type="checkbox"/>
Procurement tool registration details (if you are using your own procurement tool instead of the CCS eSourcing portal)	<input type="checkbox"/>

Annex 5

Evaluation matrix and score definitions

The table below provides an example scoring matrix with potential weightings that can be used during the evaluation process. You can adapt this to reflect your individual requirement.

	Weighting	Score 0-100	Evaluator comments
Quality stage 1 written - 60%			
Objectives	20%		
Strategy	25%		
Implementation	30%		
Scoring	25%		
Quality stage 2 F2F presentation (optional) - 20%			
F2F presentation	100%		
Quality stage 1 & 2 total:	80%		
Price - 20%	100%		
Quality and Price total	100%		

The table below provides example score definitions that can be used during the evaluation process. You may wish to include a minimum pass mark for each criterion

Mark	Comment
1	Failed to provide confidence that the proposal will meet the requirements. An unacceptable response with serious reservations.
2	A poor response with reservations. The response lacks convincing detail with risk that the proposal will not be successful in meeting all the requirements.
3	Meets the requirements – the response generally meets the requirements, but lacks sufficient detail to warrant a higher mark.
4	A good response that meets the requirements with good supporting evidence. Demonstrates good understanding.
5	An excellent comprehensive response that meets the requirements. Indicates an excellent response with detailed supporting evidence and no weaknesses resulting in a high level of confidence.

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