

ANNEX A

Customer Project Specification

1. DEFINITIONS

Expression or Acronym	Definition
Cabinet Office	The Customer responsible for the procurement and management of this contract
Analysis and Insight Team	The Cabinet Office team responsible for the management of the Civil Service People Survey contract
Survey Manager	The main contact in each organisation participating in the Civil Service People Survey
Supplier	The organisation to be awarded this contract
Price	The total fixed price payable by the Customer for the period commencing 19 May 2023 until 18 May 2024, excluding all service credits and any other deduction which is paid or payable to the Customer under this Contract
Core Service	Qualtrics cloud service platform excluding any professional services.

2. SCOPE OF REQUIREMENT

2.1. This section sets out the mandatory and additional requirements for this contract. It should be noted that the additional requirements may not be utilised by the Customer during the life of the contract. Further details can be found within Section 5 – The Requirement.

2.2. The mandatory requirements are grouped under the following headings:

User Research

Survey Build

Reporting

Project Management

2.3. The additional requirements are grouped under the following headings:

Customisation

Alternative Survey Formats

Alternative Survey Languages

Additional Reporting

3. THE REQUIREMENT

Mandatory Requirements

3.1. User Research

- 3.1.1. The Supplier will be required to design and carry out a research exercise with a range of user groups involved in the People Survey, to:
- 3.1.2. Understand what it is like for staff to complete the survey, including those who use assistive technologies and have limited IT access, and how we can improve their experience and therefore engagement with the survey
- 3.1.3. Understand how data from the survey is being used by different stakeholder groups, to identify the level of flexibility required to gain insights on 'localised issues' and help assess which questions should be retained, removed or amended
- 3.1.4. Understand how the Customer can improve the process for collecting information from each organisation on their internal team structures to assist with the survey build and reporting
- 3.1.5. Understand how users, including those who use assistive technologies and those who have limited IT access, interact with the dashboards, and how this data can be best presented within and across organisations
- 3.1.6. Understand how exports from the dashboard can be improved based on users' needs
- 3.1.7. Understand the impact on the Customer's users of using the simple layout version of the platform for collecting the data
- 3.1.8. Understand how a secure Save and Continue function can be embedded if adopting the simple layout
- 3.1.9. Understand the impact on the Customer's users of using the new version of the dashboard introduced by the Supplier in 2023.

3.2. Survey Build

- 3.2.1. The Supplier will be required to provide a secure online survey in English and Welsh, which all civil servants should be able to complete in autumn 2023. The Supplier should also provide a mechanism for monitoring service performance throughout the 'survey live' period.
- 3.2.2. Specifically, the Supplier's survey technology will need to:
 - 3.2.2.1. Have the capacity to run in up to 120 departments, agencies and Crown non-departmental public bodies, based within and outside of the UK
 - 3.2.2.2. Have the capacity to receive up to 500,000 responses, including over 50,000 concurrent responses on 'day one' when the survey goes live
 - 3.2.2.3. Have the capacity to build the survey in both English and Welsh as this is a legal requirement for Civil Service organisations headquartered in Wales

- 3.2.2.4. Have the capacity to ask at least the number and type of core questions used in the 2022 People Survey (162 in total), but with the final question set, length and level of departmental variation informed by the discovery exercise
- 3.2.2.5. Have the capacity to ask an additional set of questions to a random sample of respondents (in 2022, we had 7 blocks of up to 8 questions, and each block was put to a random 14% sample of staff to gather high level insights)
- 3.2.2.6. Have the capacity to implement the Save and Continue function which was built in 2021 to the simple layout version of the platform
- 3.2.2.7. Provide technical support to survey participants upon request, via a dedicated telephone helpline and/or mailbox for example
- 3.2.2.8. Meet the Service Standards explained in more detail at Section 12, which includes:
- 3.2.2.9. Working with Government IT officials to ensure the Supplier's online survey technology can work across all participating organisations with access to the internet
- 3.2.2.10. Working with Government Accessibility experts to ensure the survey is easy to use for people with disabilities or other legally protected characteristics, some of whom may use assistive technologies such as Screen Reader Software
- 3.2.2.11. Carrying out independent accessibility audits at the Supplier's own cost to certify compliance to the accessibility standard which will be standard VPAT testing .
- 3.2.2.12. Meet the Security Standards explained in more detail at Section 13, which includes:
- 3.2.2.13. Carrying out appropriate vulnerability and penetration testing at the Supplier's own cost, and working with Government Security officials on their risk remediation plan.
- 3.2.3. The Supplier will also be required to provide a solution for measuring the performance of the survey. This could include (but is not limited to) the provision of a response rate tracker, or the reporting of other metrics to improve the Supplier and their organisations' understanding of engagement with the survey.
- 3.2.4. A printable copy of the final question set and response options will also need to be produced by the Supplier as a reference document for the Analysis and Insight Team and Survey Managers.

3.3. **Reporting**

- 3.3.1. The Supplier will be required to:
 - 3.3.1.1. Ensure results can be reported at multiple levels within each organisation
 - 3.3.1.2. Provide a secure way for the Cabinet Office to access and download the full (individual level) dataset in multiple standard formats.
 - 3.3.1.3. Provide an online reporting/analysis tool or suite of tools that will enable a range of users across the Civil Service to review, export and interrogate the People Survey dataset

3.4. Level of reporting

3.4.1. To ensure results can be reported at multiple levels within each organisation, the Supplier will need to provide a solution for collecting information on each organisation's structure. The Customer expects this to include: the number of management units, the name of each management unit, the estimated headcount for each unit, and how the units fit together to form directorates and business areas.

3.4.2. **REDACTED UNDER FOIA SECTION 43, COMMERCIAL INTERESTS**



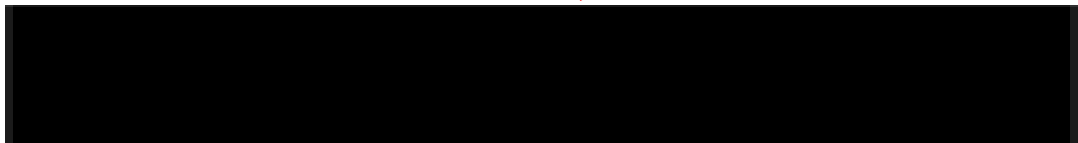
3.4.3. The Survey Manager in each organisation currently provides this information through an online tool hosted by the existing Supplier, though they rely heavily on HR colleagues to collect this information. The Customer would therefore welcome alternative solutions that have the potential to drive efficiencies and minimise the burden on Survey Managers.

3.4.4. It is worth noting that many organisation structures are subject to change at short-notice and can currently be edited until up to two weeks before the survey closes.

3.5. Data cleaning and provision

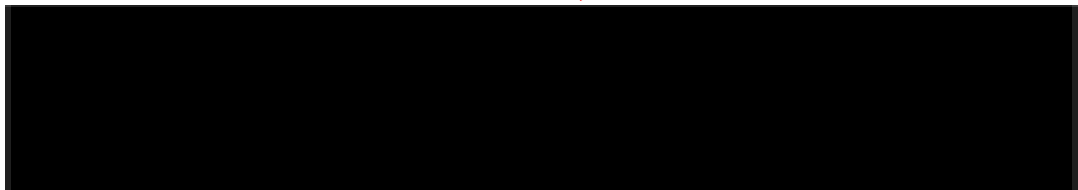
3.5.1. The Analysis and Insight Team within Cabinet Office uses the survey data to produce additional analysis and briefing packs for a number of senior and cross government groups). The Customer therefore requires that the Supplier enables the Cabinet Office to securely export the individual level dataset ('microdata') in multiple standard formats.

3.5.2. **REDACTED UNDER FOIA SECTION 43, COMMERCIAL INTERESTS**



3.5.3. The Supplier should have the statistical capability and aptitude to provide a number of descriptive and computed variables within the dataset, as specified by the Analysis and Insight Team.

3.5.4. **REDACTED UNDER FOIA SECTION 43, COMMERCIAL INTERESTS**



3.5.5. The Supplier will be required to clean and quality assure the microdata before transferring it. The purpose of this is to ensure invalid survey responses are removed (such as those completed too quickly) and, in the case of free-text comments, to ensure references that could identify individuals or be

discriminatory (as defined in the Equality Act 2010) are redacted as far as possible.

3.5.6. The Supplier shall have the capability to re-import the dataset into the platform if needed.

3.5.7. All people with access to and working with the microdata will need to undergo Government security checks, at the Supplier's own cost. Personnel security and confidentiality requirements are set out in more detail in Section 15.

3.6. **Online reporting/analysis tool**

3.6.1. The Customer moved to digital-by-default reporting of People Survey results, and the Supplier will be required to continue working with users, including those who use assistive technology and have limited IT access, to ensure that the tools reflect how user groups would like to access and interrogate the results.

3.6.2. The supplier will commit to, and demonstrate their best endeavors to fix as many of the issues highlighted in the Digital Accessibility Centre's (DAC) accessibility audit report of survey taking and dashboarding before the survey launch at the beginning of September 2023.

The Customer anticipates their main user group to be non-analysts, with the option to:

3.6.2.1. filter and compare results for different teams and demographic groups;

3.6.2.2. export their results in multiple formats, with at least one being open (editable) format;

3.6.2.3. restrict user access across and within organisations (for example, some organisations may not want their results to be visible to others, and some may want managers to only view the results for their team);

3.6.2.4 allow the use of generic logins to access the platform which is restricted to users purchased to complete the Civil Service People Survey only; and 3.6.2.5. provide access to the same report to multiple organisations.

3.6.3. The Supplier will be required to quality assure the tool (or tools) to ensure the results are being presented accurately, and to ensure that it complies with the People Survey anonymity rules – in particular, suppressing results to ensure individuals and small groups of individuals are not at risk of disclosure.

3.7. **Project Management**

3.7.1. The Supplier is expected to deploy a multi-disciplinary team to deliver the requirements in this contract, and demonstrate a robust project management strategy informed by AGILE principles (<https://www.gov.uk/service-manual/agile-delivery>).

3.7.2. The Customer would expect the Supplier's team to include a: Project Director, Delivery Manager, Product Owner, Service Designer, Quality Assurance Lead, Interaction Designer, Technical Lead Architect/Developer and a User Researcher.

3.7.3. The Supplier will need to:

3.7.3.1. Have a clear project plan for the new contract and work closely with the Analysis and Insight Team to agree all activities, deliverables, and deadlines.

- 3.7.3.2. Develop and maintain comprehensive issue, change control, and risk logs.
- 3.7.3.3. Provide weekly status updates and participate in regular project management meetings / teleconferences with Cabinet Office.
- 3.7.3.4. Provide a comprehensive list of all subcontractors and third parties whom they rely on to deliver the requirements in this contract, and accept full responsibility for their performance in relation those activities.
- 3.7.3.5. Have a clear quality assurance strategy overseen by a senior member of staff, including steps they will take to quality assure the work of any subcontractors / third parties and any ad hoc tasks.
- 3.7.3.6. Provide a solution for enabling the Analysis and Insight Team and Survey Managers to easily keep track of progress made against key deadlines, in particular during the survey build period.

3.8. **Additional Requirements**

- 3.8.1. The below requirements may or may not be utilised by the Customer during the life of the contract.

3.8.2. **Customisation**

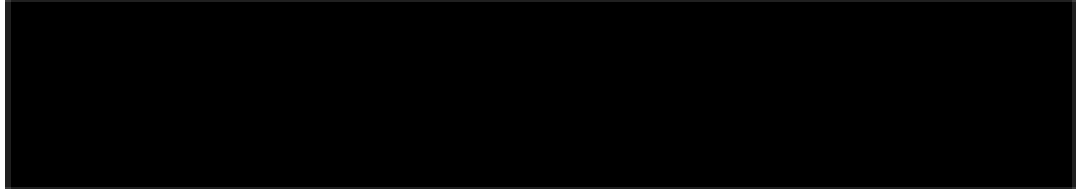
- 3.8.2.1. Given the diversity of organisations participating in the survey, the Customer would like the Supplier to consider how they can give each organisation the opportunity to customise specific elements of their questionnaire.
- 3.8.2.2. For example, in previous years, organisations have been able to:
 - 3.8.2.2.1. Have their organisation's name and logo appear on the front page of the survey their staff see
 - 3.8.2.2.2. Have specific terms within question text swapped out for local terminology, for example "my organisation" switched for "Cabinet Office"
 - 3.8.2.2.3. Have bespoke response options for two demographic questions on staff grade and occupation
 - 3.8.2.2.4. Add extra questions to their survey (either of their own creation or selected from a predefined list), to gather insights on department specific issues and priorities.
- 3.8.2.3. The Supplier should explicitly set out any limits on the number and type of extra questions each organisation could have, and include in their costing for this additional requirement the provision of a printable copy of each organisation's survey questions and response options as a reference document.

3.9. **Alternative Survey Formats**

- 3.9.1. In a small number of organisations (around 10), staff have limited access to IT at work to complete the online survey. The online survey can be completed on a

personal device, but isn't currently built for completion on small mobile screens. The Customer would therefore like the Supplier to confirm that they can offer the survey in at least one other format.

3.9.2. **REDACTED UNDER FOIA SECTION 43, COMMERCIAL INTERESTS**



3.9.3. The Supplier should note that the Customer is open to innovative scannable paper survey technologies that use Optical Mark Recognition (to recognise checkboxes and radio boxes) and Handwriting Recognition (to recognise handwritten text from open response questions), as an alternative to posting and manually collating paper survey returns.

3.10. **Alternative Survey Languages**

3.10.1. The Foreign, Commonwealth & Development Office (FCDO) operates globally and employs local staff at their overseas posts (such as cleaners and gardeners). The Customer requires the Supplier to offer the survey in languages other than English and Welsh, to enable these employees to participate using their first language.

3.10.2. In previous years, a version of the survey has been translated into more than 30 languages, reading right-to-left and left-to-right. Around 1000 foreign language surveys were completed in 2020, 2021 and 2022; in both years, the largest number of returns were received in Arabic, Spanish and Russian. The full list of languages made available and returns in 2020, 2021 and 2022 are set out in the table below.

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	2020		2021		2022	
Language	Online	Paper	Online	Paper	Online	Paper
English						
Arabic						
Welsh						
Spanish						
Russian						

Portuguese						
Turkish						
Urdu						
Italian						
Bengali						
Malaysian						
Polish						
German						
Thai						
Japanese						
Lao						
Albania						
Serbian						
Slovak						
Bulgarian						
Vietnamese						

Dutch						
Greek						
Korean						
Mongolian						
Azerbaijani						
Khmer						
Farsi						
Hindi						
Amharic						

3.10.3. The supplier should note that many of the employees completing the survey in a language other than English or Welsh have low literacy levels. The Customer is therefore open to the use of innovative text-to-speech technologies, to enable staff to listen to the survey questions in their native language and complete it online. If foreign language surveys were made available online, this could potentially reduce the number of paper surveys required.

3.10.4.

3.11. **Additional Reporting**

3.11.1. The Supplier is invited to consider ways of supplementing the main reporting requirements set out above.

3.11.2. For example:

3.11.2.1. The provision of a summary report or dashboard in PDF or open (editable) document format

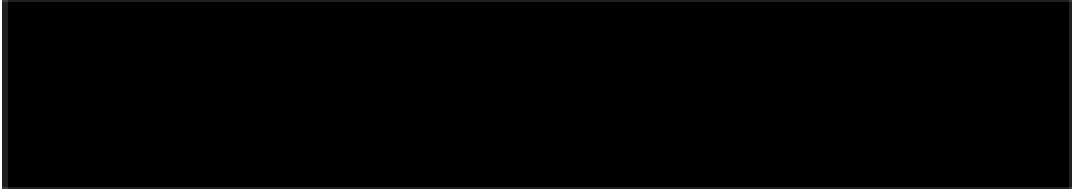
3.11.2.2. The provision of the digital reporting/analysis tool(s) in Welsh

3.11.2.3. Guidance on turning results into actions.

4. **KEY MILESTONES AND DELIVERABLES**

4.1.

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5. MANAGEMENT INFORMATION/REPORTING

5.1. The Supplier may be required to provide management information to the Customer during the delivery of this contract, including (but not limited to): outputs of any security testing, accessibility testing, and user testing; user uptake of any digital reporting/analysis tools; uptake of alternative survey formats; stakeholder feedback; quality assurance checklists; changes in personnel.

6. VOLUMES

6.1. As mentioned in Section 5:

6.1.1. The Supplier should have the capacity to run the annual Civil Service People Survey across more than 100 departments, agencies and Crown non departmental public bodies, with a population size in excess of 500,000 employees.

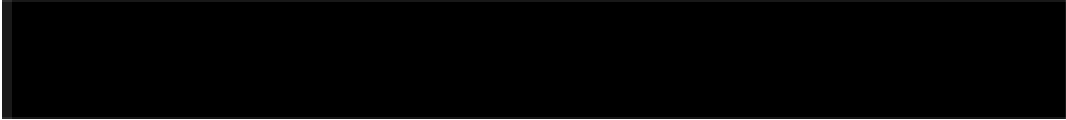
6.1.2. **REDACTED UNDER FOIA SECTION 43, COMMERCIAL INTERESTS**



6.1.3 REDACTED UNDER FOIA SECTION 43, COMMERCIAL INTERESTS



6.1.4 REDACTED UNDER FOIA SECTION 43, COMMERCIAL INTERESTS



7. CONTINUOUS IMPROVEMENT

- 7.1. The Supplier will be expected to continually improve the way in which the required Services are to be delivered throughout the Contract duration.
- 7.2. The Supplier should present new ways of working to the Customer during Contract review meetings.
- 7.3. Changes to the way in which the Services are to be delivered must be brought to the Customer's attention and agreed prior to any changes being implemented.

8. SUSTAINABILITY

- 8.1. The Supplier will be expected, if requested by the Customer, to continue to provide all organisations with access to any Civil Service People Survey digital reporting/analysis tools for a period of 12 months after their launch with the 2023 People Survey data.
- 8.2. The Supplier will charge the Customer its standard rate for the continued provision, hosting, support and maintenance of those tools after the 12 month period from launch of the tools, should they be required.

9. QUALITY

9.1. Service Standard

- 9.1.1. The Supplier must create a service that meets the Service Standard (<https://www.gov.uk/service-manual/service-standard>) to:
 - 9.1.1.1. Understand the Suppliers users and their needs
 - 9.1.1.2. Work towards creating a service that solves one whole problem for users, collaborating across organisational boundaries where necessary
 - 9.1.1.3. Provide a joined up experience across all channels
 - 9.1.1.4. Make the service simple to use
 - 9.1.1.5. Provide a service that everyone can use
 - 9.1.1.6. Have a multi-disciplinary team
 - 9.1.1.7. Use agile ways of working
 - 9.1.1.8. Iterate and improve frequently
 - 9.1.1.9. Create a secure service which protects users' privacy
 - 9.1.1.10. Define what success looks like and share performance data with the Cabinet Office
 - 9.1.1.11. Choose the right tools and technology
 - 9.1.1.12. Make new source code open
 - 9.1.1.13. Use and contribute to open standards, common components and patterns
 - 9.1.1.14. Embed quality assurance processes in all their tasks

9.1.1.15. Operate a reliable service.

9.1.1.16.

9.2. **Accessibility and Assisted Digital Support**

9.2.1. To meet government accessibility requirements (<https://www.gov.uk/service-manual/helping-people-to-use-your-service/making-your-service-accessible-an-introduction>), digital services provided by the Supplier must:

9.2.1.1. Meet the equivalent of the current version of the Web Content Accessibility Guidelines (WCAG) to level AA standard as a minimum (<https://www.gov.uk/service-manual/helping-people-to-use-your-service/understanding-wcag-for-survey-taking-and-the-dashboard-application>)

9.2.1.2. Have an independent accessibility auditor to test the most commonly used assistive technologies - including screen magnifiers, screen readers and speech recognition tools (<https://www.gov.uk/service-manual/technology/testing-with-assistive-technologies>);

9.2.1.3. Customer will Include people with disabilities in user research (<https://www.gov.uk/service-manual/user-research>) ;

9.2.1.4. Have an independent accessibility audit against the current criteria of the WCAG standard and supplier will commit to, and demonstrate their best endeavors to fix as many of the issues highlighted in the Digital Accessibility Centre's (DAC) accessibility audit report of survey taking and dashboarding before the survey launch at the beginning of September 2023.).

9.2.1.5. Work with the customer to publish a legally compliant accessibility statement for the Civil Service People Survey.

9.2.2. If the Customers service meets government accessibility requirements, then you'll also be meeting the new accessibility regulations that apply to public sector websites and apps.

9.2.3. The Supplier will need to work closely with the Cabinet Office and include within their budget the cost of undergoing independent accessibility audits (<https://www.gov.uk/service-manual/helping-people-to-use-your-service/getting-an-accessibility-audit>).

10. **PRICE**

10.1. The total value of the 12 month contract (2023/24) should not exceed £550,000.00 (Ex VAT), including all mandatory requirements and all additional requirements offered by the Supplier. [REDACTED]

10.2. Prices are to be submitted via the e-Sourcing Suite Attachment 4 – Price Schedule excluding VAT and including all other expenses relating to Contract delivery.

10.3. Service credits from previous years [REDACTED] shall be deducted from the Price. **THE ABOVE IS REDACTED UNDER FOIA SECTION 43, COMMERCIAL INTERESTS**

11. STAFF AND CUSTOMER SERVICE

11.1. The Supplier shall provide a sufficient level of resource throughout the duration of the Contract in order to consistently deliver a quality service.

11.2. The Supplier's staff assigned to the Contract shall have the relevant qualifications and experience to deliver the Contract to the required standard. 11.3. The Supplier shall ensure that staff understand the Customer's vision and objectives and will provide excellent customer service to the Customer throughout the duration of the Contract.

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12. SERVICE LEVELS AND PERFORMANCE

12.1. The Supplier's performance will be assessed against the following indicators. The Customer reserves the right to amend and add indicators to this list, which will come into effect after being communicated in writing to the Supplier. If the Supplier fails to comply in full or in part with the indicators specified, they shall deduct the value of any service credits from the Price

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12.2. Should poor performance of the Supplier lead to early termination of the contract, the Supplier shall – upon written instruction from the Cabinet Office - securely destroy any survey, personal or other Official-Sensitive data transferred to them or collected up to this point.

13. **SECURITY AND CONFIDENTIALITY REQUIREMENTS**

13.1. The data collected by the Supplier are the intellectual property of the Crown and must not be used without the express consent of the Cabinet Office. 13.2. The questionnaire used for the Civil Service People Survey will be the intellectual property of the Crown.

13.3. If the Supplier offers the Cabinet Office the option to purchase the Intellectual Property Rights for any digital analysis/reporting tool and this is accepted by the Cabinet Office, then this will also be the intellectual property of the Crown.

13.4. **Security and Confidentiality**

13.4.1. The Supplier shall be compliant with the Security Schedule within the terms & Conditions.

13.5. **Personnel vetting requirements**

13.5.1. The Supplier will be required to provide a comprehensive list of all employees and sub-contractors involved in the delivery of the survey, and inform the Cabinet Office of any immediate changes to the project team.

13.5.2. All Supplier staff who have access to Customer data must be willing to undergo Government security clearances at the supplier's own cost.

13.5.3. As a minimum, all staff must comply with the Baseline Personnel Security Standard: the Supplier will ensure that all staff have completed the personnel security controls described in the Baseline Personnel Security Standard at

(<https://www.gov.uk/government/publications/government-baseline-personnel-security-standard>) before commencing work. Supplier staff who have access to bulk live data (classified as Official Sensitive data) must be willing to undergo an elevated clearance level.

13.5.4. Employees of sub-contractors may also be required to undertake security vetting, at the Supplier's own cost

13.5.5.

13.6. **Designing and managing secure solutions**

13.6.1. The Supplier shall demonstrate their ability to design secure solutions in accordance with the National Cyber Security Centre (NCSC) Security Design Principles (<https://www.ncsc.gov.uk/guidance/security-design-principles-digital-services-main>), for example, the implementation of segmented and layered network architectures, and comprehensive protective monitoring solutions.

13.6.2. The Supplier must demonstrate competencies and have a proven ability for implementing solution(s) which mitigate the security risks for an internet facing web service. As part of evidencing this ability a risk assessment needs to be

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produced which describes the procedural, technical and physical controls implemented such that any security vulnerabilities have been mitigated. 13.6.3. The Supplier shall demonstrate how they are monitoring vendors and national vulnerability databases. They should also be able to clearly explain how this information is used to inform the developing design process to ensure the appropriate security controls are put in place to mitigate the risk.

13.6.4. The Supplier shall provide an assessment of the risks associated with the service delivered being compliant with Protecting Bulk Personal Data (<https://www.ncsc.gov.uk/guidance/protecting-bulk-personal-data-introduction>) and with the Cloud Security Principles (<https://www.ncsc.gov.uk/guidance/implementing-cloud-security-principles>). 13.6.5.

13.7. **Certification requirements**

13.7.1. The Supplier's solution(s) shall be ISO27001:2013 certified and Cyber Essential Plus certified or be willing to obtain this certification within an agreed timescale.

13.8. **Patching and Penetration testing**

13.8.1. The Supplier must proactively monitor supplier vulnerability websites, and demonstrate the ability to ensure all necessary patches and upgrades are applied to maintain security, integrity and availability, in accordance with the Cloud Security Principles.

13.8.2. The Supplier must undertake the following security assurance activities at their own cost and expense to demonstrate that the people, process, technical and physical controls have been delivered in an effective way:

13.8.3. Penetration testing to be carried out by certified Crest or Check supplier

13.8.4. Penetration testing of the production environment before the first release to that environment and at such times after that as the Cabinet Office may require

13.8.5. An annual IT Health Check (scope to be agreed with the Cabinet Office) and where there is a significant change to infrastructure/service

13.8.6. After receiving IT health check report, the full report must be shared with Cabinet Office and the Supplier must produce a remediation plan to agreed timescales, to be managed through a security working group.

13.8.7.

13.9. **Protective monitoring**

13.9.1. The Supplier must ensure an effective protective monitoring regime is in place at all times and produce sufficient evidence in the form of logs and other documents to the Cabinet Office to confirm this. The supplier should:

13.9.1.1. Provide operational security management reports

13.9.1.2. Engage with the Cabinet Office incident management process

13.9.1.3. Demonstrate the ability to deliver protective monitoring across the supply chain

13.9.1.4. Incorporate NCSC guidance on how to design a security operations centre (SOC)

13.9.1.5.

13.10. **Data processing, storage, management and destruction** 13.10.1. The Supplier and Cabinet Office recognise the need for survey Data to be safeguarded under the UK General Data Protection Regulations (GDPR). The

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Supplier will be required to sign a Data Sharing Agreement setting out the roles and responsibilities of the Supplier as data processor, as part of the Contract.

13.10.2. At a minimum, all Data pursuant to this Contract shall be stored, processed and managed within the United Kingdom (UK) or the European Union (EU), however it is the Customer's preference that all Data is stored, processed and managed within the United Kingdom (UK).

13.10.3. The Supplier should state to the Customer the physical location(s) within the European Union where the Data may be stored, processed and managed.

13.10.4. The Supplier shall ensure that sub-contractors do not store, process or transmit Data outside the UK or the EU.

13.10.5. The Supplier shall agree any change in location of data storage, processing and administration with the Customer in advance and such agreement may be subject to conditions.

13.10.6. The Supplier must securely erase any or all Data held by the supplier when requested to do so by the Customer; and securely destroy all media that has held Data at the end of life of that media in accordance with any specific requirements in this Agreement and, in the absence of any such requirements, in accordance with Good Industry Practice.

14. **PAYMENT AND INVOICING**

14.1. Invoices should be submitted to:

Postal address:

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- 14.2. An invoice schedule must be provided to and agreed with the Cabinet Office at the start of the contract.
- 14.3. Payment will only be made following satisfactory delivery of pre-agreed certified products and deliverables.
- 14.4. Before payment can be considered, each invoice must include a detailed elemental breakdown of work completed and the associated costs.

15. CONTRACT MANAGEMENT

- 15.1. Attendance at Contract Review meetings shall be at the Supplier's own expense.

16.1. The Analysis and Insight Team is based

[REDACTED]

[REDACTED]

- The Supplier will be required to travel to this location at their own expense to attend project management meetings.
- 16.2. The Supplier may also be required to attend other locations across the UK to conduct user research and attend workshops. Costs for travel and accommodation should be factored into the Supplier's price for these services.

REDACTED UNDER FOIA SECTION 40, PERSONAL INFORMATION

