

**Bid Pack**

**Attachment 3 – Statement of Requirements**

Contract Reference: **CCZZ23A17**

**Research and analysis for ‘Every Story Matters’ (the UK Covid-19**

**Inquiry’s listening exercise)**

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# PURPOSE

## The UK Covid-19 Inquiry (the Inquiry) requires the provision of Research and Analysis expertise to provide individualised qualitative research, analysis of this research and other free text information gathered through a website, and a number of reports for the Inquiry’s legal modules. These reports will be submitted as evidence and must cover a wide range of different experiences and demographic groups within the UK.

# BACKGROUND TO THE Buyer

## The Buyer for this requirement is the Cabinet Office, in their capacity as the sponsor department for the UK Covid-19 Inquiry.

## The UK Covid-19 Inquiry is the independent public inquiry to examine the UK’s preparedness and response to the Covid-19 pandemic, and to learn lessons for the future. It will be the UK public inquiry covering the broadest number of affected people to date.

## The Inquiry is independent of the government and Ministers as set out in the Inquiries Act 2005.

# Background to requirement/OVERVIEW of requirement

## The Inquiry is running a ‘listening exercise’ alongside its formal legal processes to inform its investigations, reports and recommendations.

## Every Story Matters (ESM) is the public facing name for the listening exercise which aims to gather experiences of the pandemic from the UK population, and particularly from those most affected. The remit of the listening exercise is derived from the Inquiry’s Terms of Reference, and aims to balance the needs of different groups and individuals, ensuring people throughout the UK have the opportunity to contribute, while prioritising the experiences of those most affected, under-represented and seldom-heard, and relevant to the legal modules of the Inquiry.

## The listening exercise will be of sufficient scope and scale to capture people’s experiences and turn them into an evidence base (‘evidential’ reports) which will provide human impact evidence into the Inquiry’s investigations.

## Due to the nature of the subject material and the grief, trauma and health impacts experienced by many people, carefully designed communications and interactions are required, which are in line with the Inquiry’s safeguarding responsibilities and a trauma-informed approach as set out in 6.29 - 6.34.

## The Inquiry is taking a strategic approach to delivering the listening exercise covering research and analysis, a digital platform, community listening events, and communications and engagement. The approach will flex and align with the Inquiry’s successive modules. The full range of expertise required is set out in ‘The Requirement’, Section 6 of this Statement of Requirements.

## This listening exercise is being run as a mixed programme, covering 5 pillars:

## Research and Analysis (current scope)

## Communications (out of scope, with requirement to work with other suppliers)

## Community engagement events (out of scope, with requirement to work with other suppliers)

## Website (out of scope, with requirement to work with other suppliers)

## Safeguarding policies and procedures, and emotional support (out of scope, with requirement to work with other suppliers)

# definitions

|  |  |
| --- | --- |
| Expression or Acronym | Definition |
| The Inquiry  | Means the UK Covid-19 Inquiry  |
| Every Story Matters (ESM) | Means the public facing name for the public facing process (listening exercise) the Inquiry will use to gather people's experiences of the pandemic, providing a unique resource for the Inquiry's legal team. |
| Key Lines of Enquiry (KLOE) | Means each module’s legal team ‘key lines of enquiry’.  |
| Module | Means a section of the Inquiry’s legal investigations focusing on specific areas.  |
| Module Research Plan  | Means the research plan for each module that will cover the sampling approach and methodology, sampling matrix driven by the KLOE and overall timelines. |
| Ethical Advisory Group (EAG)  | Means a bespoke group which has been established in order to ensure that the research and analysis which is carried out as part of the ESM are conducted in line with good ethical practice. |
| Natural Language Processing (NLP) | Means the initial analysis of open responses using natural language processing (NLP) separately to the analysis of the qualitative responses using an iterative, thematic approach. |
| Core Participant | Means a person, institution or organisation that has been designated by the Chair of the Inquiry as having a specific interest in the work of a module, and has a formal role defined by legislation. |

# scope of requirement

## The Supplier must provide a fully managed end-to-end service, which delivers all elements of the Contracting Buyer’s requirements as set out in Section 6, which will include but is not limited to:

## Account Management and Management Services

## Research and Analysis

## Reporting

## Working closely with the Inquiry safeguarding and support team as part of an overarching trauma-informed approach.

## The Supplier shall provide account management services to the Buyer and act as a single point of contact for the services set out in Section 6 of this Statement of Requirements.

## The supplier shall deliver ‘targeted’ in-depth research with individuals to gather insights about the pandemic experience which responds to each module’s legal team’s KLOE. This will involve:

## Working with the Inquiry to understand each module’s KLOE;

## Identifying the relevant groups of people to respond to the KLOE;

## Sourcing research participants through a trauma-informed approach;

## Conducting interviews with participants; with some face to face interviews with the consideration of bi-lingual requirements;

## Transcribing interviews and anonymising transcripts for future use to share with the Buyer after each Module;

## Analysing interview transcripts;

## Bringing together analysis of transcripts with analysis of online form responses (see 5.4) to produce an interim and full listening exercise report for each module; and;

## Providing fortnightly updates throughout the research for each module, to ensure Inquiry teams are apprised of emerging themes, any barriers to recruitment, negative feedback due to the process and to ensure alignment with evolving KLOE;

## Providing suitable incentivisation methods for participation where appropriate to ensure delivery of the research against each KLOE.

## The Inquiry has developed an [online form](https://covid19.public-inquiry.uk/every-story-matters/) for people to share their experience of the pandemic in their own words. The online form is branded Every Story Matters. Analysis of the data using a combination of human analysis and machine learning/artificial intelligence is required. People will be able to tell their story in different languages, primarily English and Welsh through the online form. The format will be freehand and there will be a requirement to agree a process as to how the stories in different languages are identified through Natural Language Processing (NLP) (number and timing of modules to be confirmed):

## To derive themes and identify gaps to report internally;

## To derive insights for each module’s KLOE; and

## To be analysed and be brought together with the analysis of the targeted research to produce an interim and full listening exercise report for each module.

## There will be a requirement to scan paper versions of the online form into the same database as the webform responses to analyse with the same approach. This might require guidance for paper version formatting for analysis

## There will be a requirement to print paper versions of the online form and a freepost envelope, if required by the Buyer the Supplier will be expected to process all paper print requests irrespective of volume but expected to be up to 8000.

* 1. There will be a requirement for the supplier to process requests for the paper version of the online form and send them out via free post.
	2. There will be a separate community engagement pillar of ESM consisting of a range of open public and targeted events to be held across the UK, some of which will target various groups that have been most impacted by the pandemic. Themes and case studies will be captured from these events. We expect the Supplier to work with the community events supplier to ensure events insights are built into each ESM module report.
	3. The Supplier will process and analyse any additional information/data gathered by the Buyer as part of the analytical approach for the production of module reports.
	4. The Supplier will provide detailed analysis of both ‘open’ and ‘targeted’ research which need to be brought together to form thematic conclusions about the experience of and impacts on the UK population of the pandemic, for interim internal and final publishable evidential reports aligning to the KLOE with details outlined in Section 6 of this Statement of Requirements.
	5. The Supplier will facilitate timely peer reviews for each evidential report. Peer reviewers are recruited by and accountable to the Buyer.
	6. The Supplier will manage the Buyer’s existing approach to ethics review as needed, including support and facilitation of the standing Ethics Advisory Group (EAG) agreed by the Buyer. EAG members are recruited by and accountable to the Buyer.
	7. The Supplier will work with the Buyer and other suppliers to deliver the listening exercise across all its pillars, to ensure delivery of the key outputs: the modular listening exercise evidentiary reports, both interim and final.

# The requirement

## **Contract Implementation**

## The Supplier shall provide a Module 4 research plan within 2 (two) weeks of the Contract Award, and a full Implementation Plan within 3 (three) weeks of the Contract Award, detailing how the contract is to be implemented to deliver ESM research, analysis, reporting and associated activity, with consideration of the other pillars of ESM.

## **Account management and management services**

* 1. The Supplier shall provide management service support to the Inquiry in the following key areas in relation to the research and analysis pillar of the listening exercise, which includes recognition of the need for join up with other pillars:
		1. Planning; identifying the key deliverables and resources required to achieve delivery of the objectives to meet the Inquiry’s requirements.
		2. Execution; ensure the ongoing correct allocation of resources and delivery of the assigned tasks by team, and working within Inquiry governance structures and processes (for example, Inquiry approval processes, contribution to MI reports etc).
		3. Monitoring of progress to ensure delivery of the planned work including providing support in overcoming any obstacles and risk management. This also must include ensuring that the correct processes are in place across the specialisms set out in this Statement of Requirements to ensure continuous improvement of strategy and delivery over the life of the contract, and ongoing quality assurance.

 **Targeted Research**

## The Supplier will provide targeted qualitative research. The primary aims of this are to gather a broad range of experiences relevant to the KLOE for each module, to fill gaps identified by the analysis of the online form, and to specifically gather experiences of those most affected by the pandemic and who are less likely to engage in and therefore be represented in ‘open’ methods of listening exercise research.

## The Supplier is to interview a total of no more than 3200 interviews across the remaining modules but the Supplier will be invited to consider intersectionality which may lead to fewer interviews being required. To date 6 modules have been announced, of which ESM is relevant to 4 - not modules 1 & 2). Further modules will be announced in due course. It is expected that the public hearings will conclude in the summer of 2026. Each module needs to have a Module Research Plan that is reviewed and signed off by Module legal teams.

## Each Module Research Plan must include a sampling matrix which shows how many interviews are to be conducted with people reflecting different experiences of the pandemic in order to meet the requirements of each module, and ensure balance across the relevant demographics of the UK and other important characteristics as set out in 6.6 below. The requirements of the module will be captured in the ‘KLOE document’, to which the Module Research Plan will respond. This document will evolve as the KLOE evolves, which will include emerging evidence gaps for each module, prompted by Inquiry teams or by review of the website data.

* 1. The Supplier will ensure that the recruitment and fieldwork approaches ensure accessibility and representation across the UK, in line with the Public Sector Equality Duty, and the Terms of Reference for the Inquiry. This

must include, but not be limited to, consideration of:

* + 1. Location
		2. Protected characteristics
		3. Work pattern
		4. Language preference
		5. Technological availability and capability
		6. Levels of trauma
		7. Impact of the pandemic
	1. The Buyer requires that a record of these demographics and characteristics of interest is collected as part of the research.

## The Supplier must ensure participants are appropriately approached in a trauma-informed way (outlined in further detail at 6.29-6.34), and directed to ‘open’ (website, events) research methods should they want to share more detailed experiences on other aspects of the pandemic not directly relevant for the specific module.

## The Supplier will work with the Buyer to put in place an agreed Delivery Plan that includes deliverables and milestones, namely the number of interviews and associated dates, planned ethical and peer review, and delivery of draft reports and final reports. Both parties will work together to ensure that this plan is updated when relevant.

## The Supplier must, where possible, include relevant Inquiry staff members to observe relevant research sessions, which will need to be incorporated into the quarterly delivery plan.

* 1. The supplier is expected to carry out satisfaction surveys with participants at the end of each interview. We encourage the supplier to present innovative ways to ensure completion of the satisfaction survey.

**Analysis**

## The Supplier is required to analyse data collected across all activities of Every Story Matters. Primarily this will include data collected by: a.) the online webform (and associated paper submissions), and b.) the targeted research. There is also a need to incorporate findings from the community listening events.

## **Analysis of online webform:** Given the very large amount of qualitative, free-text data to be expected from the online webform, the Buyer expects analysis of this data will require a combination of traditional human-led coding and analysis, alongside appropriate Natural Language Processing (NLP) methods. The Supplier must ensure the balance between human-led and NLP-led analysis leads to robust and meaningful findings for the Inquiry. The Buyer requires that NLP models are subject to significant human input and refinement. In part this is because the analysis needs to be driven by specific topics from the Inquiry, as well as the ‘bottom-up’ themes that emerge from the data.

* 1. A key part of the analysis is that we understand which types of individuals report different kinds of experiences and impacts. As such, individual’s characteristics (demographics, protected characteristics and anything else of interest to the module teams) are woven into the analysis.
	2. It is important that Every Story Matters captures diversity of experience, especially from lesser heard voices,given the self-selecting nature of those who respond to the webform.

## Submissions to webform (and paper alternatives) will potentially be in other languages. The Supplier shall identify these submissions for processing prior to analysis.

## In addition to analysis of the qualitative experiences provided in the webform, the Buyer expects the Supplier to undertake quantitative analysis of the characteristics of those who take part in the webform.

## **Analysis of targeted research:** The Buyer requires that all analysis of data resulting from the targeted qualitative research is human-led. The analytical approach needs to identify key themes in experience and impact, particularly giving emphasis to the diversity of experience. The analysis needs to cross-reference these themes with the individuals’ characteristics (incl. demographic and protected characteristics and any other characteristics of interest to the module team).

## **Peer Review**

* 1. The supplier must facilitate a peer review process for each evidential report and act on advice from the peer reviewers, to ensure the research and analysis is robust and defensible. Final peer review must be completed at least 4 weeks before the final report is finalised.

## **Ethics Review**

## The Supplier shall ensure research is conducted in line with ethical good practice, for example, as set out in Government Social Research [guidance](https://www.gov.uk/government/publications/ethical-assurance-guidance-for-social-research-in-government) and the Market Research Society’s [Code of Conduct](https://www.mrs.org.uk/pdf/MRS-code-of-conduct-2023.pdf).

## The Supplier must also facilitate (agreed by the Buyer) an existing bespoke Ethics Advisory Group (EAG) to review and provide advice on the research being conducted.

## EAG members will be reviewing the proposed research approach at key milestones during all primary research, providing advice on the approach; and provide occasional ad-hoc ethical advice on all primary research, to ensure the research is robust and maintains the highest ethical standards.

## EAG members will provide feedback to the research Supplier who will be responsible for considering and implementing. This process is likely to be iterative and collaborative. The Supplier will respond to reports of the ethics review process, acting upon advice and requested changes as required.

#### **Report Writing**

## The Supplier will be responsible for writing listening exercise reports for each module. The Supplier shall submit two reports for each module of the Inquiry where there is listening exercise activity:

## An interim internal report, to inform lawyers’ work (in particular to identify gaps);

## A final publishable, evidential report which will align with each module.

## The final evidential report is due to be submitted 16 weeks before each module’s first substantive public investigations, and the lead-in time to producing the report will be around 10-12 months with each module. The Supplier shall supply reports for Module 4 onwards.

## The Supplier must ensure that the reports will include thematic narratives providing ‘human impact’ evidence and will be illustrated with examples and direct (anonymised) quotations from participants in both the open and targeted research, aiming to bring to life experiences of the pandemic in an engaging way.

## The Supplier must ensure that the interim report for each module provides emerging conclusions from the listening exercise related to the relevant KLOE which may prompt additional questions, key lines of enquiry KLOE and requests for further research and/or analysis from the legal team.

## The Supplier must ensure that the final report for each module makes use of the additional research and/or analysis as a result of the interim report. It will tie together the analysis of the interviews, the analysis of the webform responses/database, and represent both what the UK public has proactively shared with the listening exercise and provide evidence of the human impact of the pandemic in response to each module teams’ KLOE.

## In addition to the module-specific reports, the Supplier will be responsible for writing the overall final listening exercise report which will be submitted as evidence ahead of the final module’s first investigations. It will summarise the listening exercise and provide thematic analysis across all responses and relevant module themes. The content of this report will be agreed by the Buyer.

## **Report branding and copyright**

## The Supplier will brand the report to Covid19 Inquiry (Every Story Matters) using the agreed logo. Both the logo and the report will be subject to copyright and intellectual property rights and owned by the Buyer.

## **Data Protection**

## The Supplier must comply with GDPR and we require the Supplier to undertake a Data Protection Impact Assessment (DPIA), to be reviewed by Buyers staff, before undertaking any data processing in relation to this project. We require the Supplier to undertake appropriate measures to prepare the data for historical record by the National Archives.

## **Safeguarding: A Trauma-Informed Approach**

## The Supplier shall conduct all research in compliance with rigorous safeguarding standards and with due consideration of the diverse needs of participants.

## The Supplier shall embed a trauma-informed approach across all research touchpoints. The targeted qualitative research will involve detailed conversations, with researchers asking participants about specific aspects of their pandemic experience in long sessions in which participants will be asked to recall details that may be uncomfortable or risk re-traumatisation. The trauma-informed approach needs to recognise the specific potential for re-traumatising people in this context, and to mitigate this risk wherever possible. The Ethics Advisory Group can advise on the approach.

## The Supplier shall provide bespoke professional training for all staff who have contact with participants and potential participants, including those who are responsible for recruitment, screening, liaising/organising appointments with and those who conduct the interviews. The approach to dealing with participants and potential participants needs to be trauma-informed from end-to-end. Training shall be delivered by a specialist in the area to ensure all staff are clear what trauma is and how it may present, in particular for those who have been affected by the pandemic. All staff need to be able to recognise and manage risks, including how to apply this knowledge for these specific conversations.

## **Safeguarding: Trauma Informed Recruitment**

## The Supplier shall take a trauma-informed approach to recruitment with specialised involvement in the process. This will mean being clear with potential participants what they will be asked to discuss, with bullet points outlining the main topics to be covered – and how the Supplier will manage the conversations, agreed by the Buyer.

## The Supplier will outline the emotional support that will be available at all stages via an emotional support phone line (provided for through a separate procurement). These stages are likely to include:

## At recruitment;

## Around the time of the interview;

## Through a check-in with all participants a week after the interview.

## **Safeguarding: Trauma-Informed Key Research Materials**

## The supplier shall develop key research materials in a trauma-informed way, this shall include being reviewed by an emotional support advisor and / or the Inquiry’s internal Safeguarding and Support professionals to ensure they reflect good practice - including but not limited to:

## Recruitment screeners;

## Discussion guides;

## Privacy policies;

## Information sheets.

# key milestones and Deliverables

## The following Contract milestones/deliverables shall apply:

|  |  |  |
| --- | --- | --- |
| Milestone/Deliverable | Description | Timeframe or Delivery Date |
| Module 4 research plan  | Supplier must provide the client with a research plan for module 4 that will cover the sampling approach and methodology, sampling matrix driven by the KLOE and overall timelines.  | Within 2 weeks of the contract award |
| Implementation plan | Supplier must provide the client with a full implementation plan for how the contract will be delivered as set out in Section 6.1 of this Statement of Requirements.  | Within 3 weeks of contract award |
| Security management plan template | Supplier must provide the client with a Security management plan template.  | Within 3 weeks of contract award |
| Modular research plan  | Supplier must provide the client with a research plan for each module that will cover the sampling approach and methodology, sampling matrix driven by the KLOE and overall timelines.  | To be agreed in line with the delivery plan  |
| Modular interim report | Supplier must provide the client with an interim report for each module that should provide emerging insight from the listening exercise related to the relevant KLOE. | To be agreed in line with the delivery plan |
| Modular final report | Supplier must provide the Buyer with a final modular report per module that is based on an analysis of all the responses to the listening exercise, both from the open and targeted methods. | To be agreed in line with the delivery plan |
| Overall final report  | Supplier must provide an overall final report, that is a summary record of the listening exercise as a whole, and ensure that all responses to the open part of the listening exercise are recorded for the Buyer, and not just those relating to the specific KLOE for each module.  | As per overall timetable  |

#

# MANAGEMENT INFORMATION/reporting

## The Supplier’s responsibilities include:

## A risk management report to be submitted and discussed at monthly performance meetings.

## Provide all contractual requirements including exit plans, continuous improvements, RACI and communications plan, agreed with the Inquiry.

## Compile a slide pack for the monthly performance meetings.

## The Buyer will provide the Supplier with a governance structure of meetings and escalation routes, and change process.

## Will assure contract spend inline with Inquiry Spend Assurance and value for public money.

## Will monitor and adhere to key contractual requirements through contract management processes.

## Will monitor KPIs for delivery and transparency reporting and will provide monthly reporting of KPIs and supporting evidence of deliverables and reporting mechanisms.

## Provide a monthly statement of who has accessed the service with demographics

* 1. The Buyer's responsibilities include:
		1. The Buyer will provide a written brief for each piece of work and an Inquiry point of contact.
		2. Approval above the SRO (e.g. from the Inquiry Secretary and or Chair) may be required and consideration for this must be included in any timetables and project plans, and decision making frameworks will be established.

#  volumes

## All volumes are indicative and the Buyer will not commit to volume of work but will agree 8 weeks in advance anticipated volumes to allow for planning and resourcing. The supplier will provide evidence to support planning.

## Targeted research modular - up to 600 interviews per module variable dependent upon the target research groups. Some face to face interviews will be expected.

## The Supplier will be expected to process experiences gathered via the online form irrespective of volume but expected to be up to 900,000 people.

# continuous improvement

## The Supplier will be expected to continually improve the way in which the required Services are to be delivered throughout the Contract duration.

## The Supplier should present new ways of working to the Buyer during monthly Contract review meetings.

## Changes to the way in which the Services are to be delivered must be brought to the Buyer’s attention and agreed prior to any changes being implemented.

# Sustainability / SOCIAL VALUE

## The Supplier must provide a quarterly report at contract management meetings setting out what they have done to tackle economic inequality. This should include how they have influenced staff, suppliers, customers and communities through the delivery of the contract to support the Policy Outcome. e.g. engagement, co-design/creation, training and education, partnering/collaborating, volunteering.

# quality, staff and customer service

## The Supplier will be expected to hold ISO27001, ISO9001 and ISO20252 certification.

## The Supplier shall provide a level of resource throughout the duration of the Contract in order to consistently deliver a quality service as defined by the Buyer and planning processes.

## The Supplier’s shall ensure the staff assigned to the Contract are qualified and experienced to deliver the Contract to the standards agreed by the Buyer.

## The Supplier shall ensure that staff understand the Inquiry’s vision and objectives and will provide excellent customer service to the Buyer throughout the duration of the Contract.

# PRICE

## 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.

* 1. The Total Contract value for this project is £6.49m. The contract value for the 3-year period is £6.49m. This amount represents the maximum spend over the period. There should be a consistent undertaking to ensure value for money, including avoiding unnecessary spend.
	2. The Supplier must provide a fully costed proposal with a detailed breakdown for each element of the requirements.

# service levels and performance

## The Buyer will measure the quality of the Supplier’s delivery and provide a report with supporting data by the 7th day of each month, for the following;

|  |  |  |  |
| --- | --- | --- | --- |
| KPI/SLA | Service Area | KPI/SLA description | Target |
| 1 | Responsiveness  | The Supplier must acknowledge requests submitted by the Buyer within 1 working day.  | 95% |
| 2 | Delivery | Meet milestones and provide timely deliverables as set out in Section 7 above. | 100% |
| 3 | Representation across key lines of enquiry  | The Supplier must gather representative evidence in line with the key lines of enquiry shared at the beginning of each module. Representation is referred to in Section 6.6 of this Attachment 3 Statement of Requirements. | 90% |
| 4 | Satisfaction Survey -completion  | The Supplier must ensure that participants complete the satisfaction survey as part of the interview process.  |  40% |
| 5 | Satisfaction Survey- participant satisfaction | The Supplier must ensure that participants respond with having a positive interview experience. \*The measure of what constitutes a positive interview experience to be agreed upon contract award. | 90% |

## The Supplier shall monitor its performance against each Performance Indicator and update the Buyer every fortnight as part of rolling updates.

# Security and CONFIDENTIALITY requirements

## All activity undertaken by the Supplier must comply with the Data Protection Legislation, including GDPR and Data Protection Act (2018), in particular with regard to the collection and storage of personal data.

## The Supplier will be required to ensure complete confidentiality at all times, both within their organisation and in external communications.

## The Supplier must satisfy the Buyer that their data destruction/deletion practices comply with UK GDPR requirements and follows all relevant National Cyber Security Centre [guidance](https://www.ncsc.gov.uk/section/advice-guidance/).

## The Supplier must maintain an asset register of all Buyer supplied information, data and equipment to ensure Buyer’s assets are returned and/or deleted.

## The Supplier must submit a security management plan template within 4 weeks of contract mobilisation.

## The Supplier will be required to ensure complete confidentiality at all times, both within their organisation and in external communications.

## The Supplier will agree and sign ethical walls whereby there is a conflict or perceived conflict agreed by the Buyer.

## The Supplier will agree all data and deliverables included within this contract will be solely owned by the Buyer and when the contract terminates all data and deliverables including but not limited to reports, data templates will be transferred to the Buyer by an agreed method. The Inquiry reserves Intellectual Property Rights for all work during this contract

# payment AND INVOICING

## Payments will be made within 30 days from receipt of invoice in arrears

## Payment can only be made following satisfactory delivery of pre-agreed certified products and deliverables and assurance from the Buyer.

## Invoices should be submitted to: **REDACTED**, and copied to **REDACTED.**

# CONTRACT MANAGEMENT

* 1. The Supplier shall provide a full Implementation Plan within 3 weeks of the Contract Award, detailing how the contract is to be implemented to deliver the listening exercise with consideration of the concurrent communication and engagement contract.
	2. Both Parties shall pro-actively manage risks attributed to them under the terms of this Contract.

## The Supplier shall develop, operate, maintain, amend and produce monthly slide packs, with input and as agreed with the Buyer, processes for:

## Identification and management of risks, issues and dependencies with agreed owners;

## monitoring and controlling project plans for planning, delivery and execution.

## finance profit and loss account with 12 month forecasting agreed by the Buyer;

## planning forecasting on a quarterly basis to be agreed by the Buyer;

## Management information for delivery and performance;

## Key Performance Indicator outputs;

## other requirements as defined in the contract including but not limited to continuous improvement, exit management plan and contingency planning.

* 1. The Supplier will need to evidence the effectiveness of their business continuity plan, to ensure that there is a strategy in place to deal with any unforeseen disruptions to the delivery of service, should they arise during the term of the Contract.

* 1. Communication will be maintained with the Supplier through weekly status meetings and email correspondence, to be agreed upon contract commencement.

* 1. Attendance at review meetings shall be at the Supplier’s own expense.

* 1. The Supplier will be expected to attend meetings virtually or at the Buyer’s London office. Travel to one of the Inquiry’s offices out of London may be required on occasion.

## The Supplier must have appropriate processes in place to mitigate the effect of any perceived conflict of interests. These processes must include:

## Setting up appropriate ethical walls to ensure that any of the Suppliers staff who may have been involved in high level decision making relating to Government’s public health response to the Covid-19 pandemic does not work directly on this Contract account.

## Ensuring visibility of all Supplier staff who worked on the Government’s public health response to the Covid-19 pandemic and there are appropriate controls in place to restrict access to the Inquiry's client file.

## Ensuring visibility of existing clients who are Core Participants in The Inquiry.

## Ensuring that consideration of the potential for perceived conflicts of interest is given when appointing subcontractors to work on this Contract account. These considerations must be shared with the Buyer before any subcontractors are appointed.

## Ensuring visibility of any affiliated companies which may have the potential for a perceived conflict of interest and ensuring that there are appropriate mitigations in place.

## Measures to address the potential for perceived conflict of interests to occur over the course of the contract but which may not be present at the time of the contract award, for example:

## a new staff member with experience of supporting the Government's public health response to the Covid-19 pandemic or

## taking on new work for an individual or organisation who is a Core Participant in the Inquiry or an existing client becoming a Core Participant in the Inquiry.

# Location

## The location of the Services will be carried out at the Supplier’s offices or working from home. The majority of Supplier calls with the Inquiry will be online and on occasion there will be a requirement for the Supplier to attend face to face meetings in London.

## The location of the targeted research Services will be carried out throughout the UK, to be further determined by the strategy for interviews. The majority of supplier calls with the Inquiry will be online and on occasion face to face in London.