



Crown  
Commercial  
Service

## **Bid Pack**

### **Attachment 3 – Statement of Requirements**

Contract Reference: CCZZ21A01 Provision of Audit on  
Diversity and Inclusion for Government  
Economic Service (GES)

---

OFFICIAL

## CONTENTS

1.	PURPOSE .....	3
2.	BACKGROUND TO THE CONTRACTING AUTHORITY .....	3
3.	BACKGROUND TO REQUIREMENT/OVERVIEW OF REQUIREMENT .....	3
4.	DEFINITIONS .....	4
5.	SCOPE OF REQUIREMENT .....	6
6.	THE REQUIREMENT .....	7
7.	KEY MILESTONES AND DELIVERABLES .....	8
8.	MANAGEMENT INFORMATION/REPORTING.....	8
9.	VOLUMES .....	9
10.	CONTINUOUS IMPROVEMENT.....	9
11.	SUSTAINABILITY .....	9
12.	QUALITY .....	9
13.	PRICE.....	9
14.	STAFF AND CUSTOMER SERVICE .....	9
15.	SERVICE LEVELS AND PERFORMANCE.....	10
16.	SECURITY AND CONFIDENTIALITY REQUIREMENTS.....	11
17.	PAYMENT AND INVOICING.....	12
18.	CONTRACT MANAGEMENT.....	13
19.	LOCATION .....	13

---

OFFICIAL

Bid pack for Provision of Audit on Diversity and Inclusion for GES

Contract Reference: CCZZ21A01

Page 2 of 13

v1.0 15<sup>th</sup> January 2021

© Crown Copyright 2020

# **1. PURPOSE**

- 1.1 The Government Economic Service (GES) wish to carry out an audit of Diversity and Inclusion of the profession.

# **2. BACKGROUND TO THE CONTRACTING AUTHORITY**

- 2.1 The GES is made up of around 3,000 civil service economists across 33 departments and Arm's Length Bodies (ALBs).

# **3. BACKGROUND TO REQUIREMENT/OVERVIEW OF REQUIREMENT**

- 3.1 The Contracting Authority know that many minority groups are underrepresented across the profession and at each grade including ethnic minorities (particularly black economists), women (especially at higher grades), economists based outside of London, and disabled economists. The GES Strategy Board, comprising 33 Chief Economists across government departments, have put in place a workplan to improve diversity and inclusion in the profession. The Board wish to accelerate this work by externally contracting an audit of their members. This work will be led by the Government Economic and Social Research (GESR) team, which provides professional support services for the GES and Government Social Research (GSR) professions.
- 3.2 This audit would baseline where the GES is, as well as provide practical advice on a range of issues relating to the inclusion, retention and progression of their minority members, specifically those from ethnic minority backgrounds.
- 3.3 The GES is one of the largest employers of economists in the UK and as such has a responsibility to set an example to other employers and shape the wider economics profession.
- 3.4 The GESR team currently do not hold the necessary data on all members to be able to answer key questions around diversity and inclusion in the GES. They hold data on recruitment (they know the breakdown of ethnicity for each new intake) and they have a reasonable idea of the current profile of the profession (they rely on self-reporting of ethnicity and gender, and self-reporting is very low). They know less about:
  - 3.4.1 Inclusion: GES knows from survey data that some groups feel less included in the GES, but they don't know the reasons behind this;
  - 3.4.2 Retention: GES doesn't know who is leaving the profession and why;
  - 3.4.3 Progression: GES knows some groups are underrepresented in the SCS, but they lack information on the reasons why.
- 3.5 A key requirement of this audit is practical advice on making tangible improvements to diversity and inclusion in the profession and advising on

---

OFFICIAL

Bid pack for Provision of Audit on Diversity and Inclusion for GES

Contract Reference: CCZZ21A01

Page 3 of 13

v1.0 15<sup>th</sup> January 2021

© Crown Copyright 2020

appropriate key performance indicators (KPIs) of D&I and targets for the profession for the GESR team to track over future years on an annual basis.

## 4. DEFINITIONS

Expression or Acronym	Definition
GES	Means; Government Economic Service. It is one of the civil service analytical professions and is the professional body for economists in the UK public sector. Government departments included in the GES are included at the bottom of this table.
D&I	Means; Diversity and Inclusion
GSR	Means; Government Social Research profession. There are around 1,000 social researchers working in government.
GESR Team	Means; the Government Economic Service and Social Research team based at HM Treasury that provides professional support to members of the GES and GSR professions.
GES D&I Working Group	Means; Government Economic Service Diversity and Inclusion working group made up of members of the GES Strategy Board (Chief Economists) as well as more junior members of the GES from across departments.
SCS	Means; Senior Civil Service – the most senior grade of the civil service made up of the senior management team, and includes SCS5, SCS4, SCS3, SCS2 and SCS1.
KPIs	Means; Key Performance Indicators, in this case appropriate measures of improvement to diversity and inclusion in the GES.
ALBs	Means; Arm's Length Bodies. GES member departments in this category include: The Bank of England; Committee on Climate Change (CCC), Competition and Markets Authority (CMA); UKEF; FC; HSE; IPO; NAO; NHS Improvement; NIC; Ofgem; Ofwat; and ORR. For a full list please see "Non-ministerial and ALB members of GES" below.
GES Member Departments	Means; those Government departments and ALBs who employ economists and are represented on the GES Strategy Board. The full list is included below.

OFFICIAL

Bid pack for Provision of Audit on Diversity and Inclusion for GES

Contract Reference: CCZZ21A01

Page 4 of 13

v1.0 15<sup>th</sup> January 2021

© Crown Copyright 2020

BEIS	Means; Department for Business, Energy and Industrial Strategy
CO	Means; Cabinet Office
DCMS	Means; Department for Culture, Media and Sport
DEFRA	Means; Department for Environment, Farming and Rural Affairs
DFE	Means; Department for Education
DFT	Means; Department for Transport
DHSC	Means; Department for Health and Social Care
DIT	Means; Department for International Trade
DWP	Means; Department for Work and Pensions
FCDO	Means; Foreign, Commonwealth and Development Office
FSA	Means; Food Standards Agency
HMRC	Means; Her Majesty's Revenue and Customs
HMT	Means; Her Majesty's Treasury
HO	Means; the Home Office
MHCLG	Means; Ministry for Housing, Communities, and Local Government
MOD	Means; Ministry of Defence
MOJ	Means; Ministry of Justice
ONS	Means; Office for National Statistics
SG	Means; Scottish Government
WG	Means; Welsh Government
<b>Non-ministerial &amp; ALB members of GES</b>	
BOE	Means; Bank of England
CCC	Means; Committee on Climate Change
CMA	Means; Competition and Markets Authority
UKEF	Means; UK Exports Finance
FC	Means; Forestry Commission
HSE	Means; Health and Safety Executive
IPO	Means; Intellectual Property Office

---

OFFICIAL

Bid pack for Provision of Audit on Diversity and Inclusion for GES

Contract Reference: CCZZ21A01

Page 5 of 13

v1.0 15<sup>th</sup> January 2021

© Crown Copyright 2020

NAO	Means; National Audit Office
NIC	Means; National Infrastructure Commission
OFGEM	Means; The Government regulator of gas and electricity markets
OFWAT	Means; The Government regulator for water and sewerage services
ORR	Means; Office of Rail and Road

## 5. SCOPE OF REQUIREMENT

5.1 Below is a detailed outline of some of the questions that are within scope of this contract – and which diversity characteristics are optional and which are mandatory. The GES Strategy Board are particularly interested in diversity and inclusion relating to retention of economists in the GES and wider civil service, and progression of economists in the GES and Civil Service:

- 5.1.1 The main focus of this audit will be ethnicity, but ideally, GES is also interested in the following characteristics: disability, sex, sexual orientation, as well as location (whether in or outside of London), and socioeconomic background;
- 5.1.2 Are certain groups less likely to progress and, if so, why? What are the barriers?
- 5.1.3 Are some groups more likely to leave the GES profession than others, and why? When they leave, where do they go: do they leave the civil service, leave the profession?
- 5.1.4 Why do some groups feel less included in the workplace than others?
- 5.1.5 How do our Diversity and Inclusion policies and practices compare with those of other organisations in both the public and private sectors?
- 5.1.6 How can GES benchmark ourselves against other organisations, and what lessons can be learnt from best practice elsewhere? What are appropriate targets can be used to monitor progress of diversity and inclusion in the GES?
- 5.1.7 What can GES do practically to address some of these issues, and make a real difference to the experiences of GES members from minority groups?

---

OFFICIAL

- 5.1.8 The GESR team will be able to administer any surveys on the supplier's behalf.
- 5.2 Mandatory:
  - 5.2.1 Qualitative and / or quantitative evidence of why ethnic minority groups leave the GES and where they go;
  - 5.2.2 Qualitative evidence on why some ethnic minority groups may feel less included in the GES than others;
  - 5.2.3 Qualitative evidence on barriers to progression and retention of ethnic minorities in the GES;
  - 5.2.4 Assessment of current GES practices and policies that impact on diversity and inclusion;
  - 5.2.5 Guidance on how GES should benchmark themselves against other organisations on diversity and inclusion;
  - 5.2.6 Practical advice on improving ethnic diversity in the GES, including appropriate targets and KPIs, delivered by report and presentation / workshop with the GES Strategy Board in early 2021.

## **6. THE REQUIREMENT**

- 6.1 The GES Strategy Board request a comprehensive report including data analysis and qualitative analysis of diversity and inclusion in the GES. Specifically:
  - 6.1.1 Evidence of issues around lack of diversity and inclusion in the GES;
  - 6.1.2 Assessment GES' current practices (e.g. around recruitment and promotion);
  - 6.1.3 Practical solutions on how to address the lack of diversity and inclusion in the GES;
  - 6.1.4 Guidance on how GES can effectively benchmark themselves in terms of diversity and inclusion;
  - 6.1.5 Advice on appropriate targets to monitor diversity and inclusion in the GES and the next practical steps that can be taken to make an impact on diversity and inclusion in the GES.
- 6.2 Methodology: survey of members and alumni; qualitative interviews with members and alumni. The Authority (GESR team) would assist in helping to administer the relevant surveys and provide contact details for interviews.

---

OFFICIAL

## 7. KEY MILESTONES AND DELIVERABLES

7.1 The following Contract milestones/deliverables shall apply:

Milestone/Deliverable	Description	Timeframe or Delivery Date
1	Initial inception meeting to kick-off contract and discuss detailed timetable including what input they will need from the GESR team, a preliminary risk assessment, and which diversity characteristics are within scope of the report.	Within week 1 of Contract Award
2	Research materials to be sent to Authority including draft surveys, and topic guides.	Within week 2 of Contract Award
3	Progress report on data gathering and survey progress.	Within week 3 of Contract Award
4	Full report published with key recommendations for action, including anonymised data sets for future reference.	By 31/03/2021
5	Presentation of findings to GES D&I Working Group	By 31/03/2021
6	Presentation and workshop with GES Strategy Board members	Within 2 calendar months of Contract Award or no later than 31/03/2021

## 8. MANAGEMENT INFORMATION/REPORTING

- 8.1 The Contracting Authority will manage this Contract in line with the Key Milestones and SLA's.
- 8.2 The Contracting Authority expects the Supplier to present initial findings to a GES D&I Working Group meeting between February and beginning of March 2021 and present to a GES Strategy Board meeting in March 2021. Further information shall be disclosed upon Contract Award.
- 8.3 The Contracting Authority requests regular fortnightly progress report meetings – either over the phone or online.

---

OFFICIAL



## **9. VOLUMES**

- 9.1 There are around 2,700 members of the GES. The numbers are currently being updated as new members (graduate, placement students, and apprentices) have continued to join over November 2020.

## **10. CONTINUOUS IMPROVEMENT**

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

## **11. SUSTAINABILITY**

- 11.1 The Successful Supplier shall be required to take all positive steps when delivering the required services to minimise their carbon footprint.

## **12. QUALITY**

- 12.1 The Supplier shall conduct peer reviews as standard on methodology, results and recommendations to ensure all deliverables are of a high standard of quality.

## **13. PRICE**

- 13.1 Suppliers are invited to provide a breakdown of their price based on the different stages of the audit process to inform the Contracting Authority how the price was constructed.
- 13.2 The Contracting Authority has a budget up to £12,500.00 (excluding VAT).
- 13.3 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.

## **14. STAFF AND CUSTOMER SERVICE**

- 14.1 The Supplier shall provide a sufficient level of resource throughout the duration of the Contract in order to consistently deliver a quality service.
- 14.2 The Supplier's staff assigned to the Contract shall have the relevant qualifications and experience to deliver the Contract to the required standard.
- 14.3 The Supplier shall ensure that staff understand the Authority's vision and objectives and will provide excellent customer service to the Authority throughout the duration of the Contract.

---

OFFICIAL

Bid pack for Provision of Audit on Diversity and Inclusion for GES

Contract Reference: CCZZ21A01

Page 9 of 13

v1.0 15<sup>th</sup> January 2021

© Crown Copyright 2020

## 15. SERVICE LEVELS AND PERFORMANCE

15.1 The Authority will measure the quality of the Supplier's delivery by:

15.1.1

KPI/SLA	Service Area	KPI/SLA description	Target
1	Inception meeting: Delivery timescales, risk assessment, and outline of approach	Initial inception meeting with timelines, preliminary risk assessment, to be drafted within first week after contract awarded.	To be completed 1 week from contract start.
2	Methodology and draft research materials	Initial survey drafts and topic guides.	To be delivered 2 weeks from contract start.
3	Report and Recommendations	Report to be finalised within 2 calendar months of contract being awarded.	To be delivered within 2 calendar months from contract start.
4	Presentation to Working Group	Initial presentation to GES D&I Working Group.	By 31 March 2021.
5	Presentation and workshop with GES Strategy Board.	Presentation and workshop to be delivered to GES Strategy Board before the end of March 2021.	By 31 March 2021.
6	Fortnightly update meetings	The GESR team expects regular updates over the phone or online with a progress report for the duration of the contract.	Every fortnight from contract start until completion of presentation to GES

OFFICIAL

Bid pack for Provision of Audit on Diversity and Inclusion for GES

Contract Reference: CCZZ21A01

Page 10 of 13

v1.0 15<sup>th</sup> January 2021

© Crown Copyright 2020

			Strategy Board.
--	--	--	-----------------

- 15.2 Where poor Supplier performance occurs, the Supplier shall produce a performance improvement plan that identifies areas of weakness and methods of resolving poor performance. Should the performance plan be unsuccessful in resolving poor performance issues, this will require early termination of the Contract.

## 16. SECURITY AND CONFIDENTIALITY REQUIREMENTS

- 16.1 Suppliers must ensure at all times that any [special category personal data](#), or other sensitive data/information, collected and processed as part of this contract is only accessed by and shared among those specific Supplier and/or Authority staff directly involved in meeting the requirements set out in Section 6 above. All data collected (quantitative and qualitative) shall remain secure and protected against unauthorized access for the duration of the contract, and anonymized in data sets and in publication, except where any individual data subject explicitly consents to remain identified and is fully aware of how their data will be used.
- 16.2 The Supplier's IT systems (including end user devices, servers, firewalls etc.) used to meet the Contracting Authority's requirement must comply with the technical requirements prescribed by "[Cyber Essentials](#)". This may be demonstrated by the Supplier providing the Authority with a copy of their current Cyber Essentials certificate, or by providing evidence of compliance with the relevant [Cyber Essentials technical standards](#).
- 16.3 Where Supplier IT systems support remote access, the Supplier is expected to have measures in place to ensure that encryption is applied to both 'data at rest' on end user devices and to 'data in transit' during any remote access sessions.
- 16.4 The Supplier's IT systems must have the capability to employ encryption to data sent across a network or extracted by electronic means (e.g. sent via email, uploaded to or extracted from an online web portal or during online meetings). Where this is required, the solution adopted, and any encryption method used as part of that solution are expected to align with the National Cyber Security Centre's (NCSC) [Data in transit protection guidance](#).
- 16.5 Suppliers are expected to have measures in to support the secure sharing of information electronically with the Authority (e.g. via email, via online meetings or via secure online portals). The Supplier will be expected to engage with the Authority soon after the start of the contract to discuss and agree which.
- 16.6 Any public facing website used by Suppliers to meet any part of this requirement must be regularly subjected to independently conducted security testing (and any vulnerabilities identified remediated) to help ensure that the website is free

---

OFFICIAL

of any of most commonly known web application vulnerabilities (see <https://owasp.org/www-project-top-ten/>).

- 16.7 Pre-employment checks that Suppliers subject their staff to are expected to be at least equivalent to the [Government Baseline Personnel Security Standard](#). Where that is not the case Potential providers are asked to set out clearly what staff pre-employment checks they do carry out.
- 16.8 The Supplier shall ensure that any suspected or confirmed security breaches related to data/information processed or collected by the Supplier for the Authority as part of this contract are reported to the Authority immediately. Where any security breaches have been identified, the Supplier shall, as soon as reasonably practicable, provide to the Authority a report setting out the details of the security breach, including an impact assessment, a root cause analysis and of the steps taken to address and mitigate the breach. Suppliers are requested to set out their approach to:
  - 16.8.1 Monitoring for any such security breaches;
  - 16.8.2 Providing initial notifications of such breaches to the Contracting Authority;
  - 16.8.3 Investigating identified security breaches;
  - 16.8.4 Reporting on security breaches to the Contracting Authority both during investigation and post-investigation;
  - 16.8.5 Ensuring that lessons are learned, and the causes of security breaches are appropriately addressed.
- 16.9 Suppliers are expected to have measures in place to ensure compliance with the Data Protection Act (DPA) 2018 and with the General Data Protection Regulation (GDPR). Suppliers must make clear to the Authority in which country and data/information collected and processed as part of the contract will be stored/processed.

## **17. PAYMENT AND INVOICING**

- 17.1 Payment can only be made following satisfactory delivery of pre-agreed certified products and deliverables.
- 17.2 Before payment can be considered, each invoice must include a detailed elemental breakdown of work completed and the associated costs.
- 17.3 Invoices should be submitted via email to: Khaleda Islam, Finance Manager for GESR at [khaleda.islam@hmtreasury.gov.uk](mailto:khaleda.islam@hmtreasury.gov.uk)

---

OFFICIAL

## **18. CONTRACT MANAGEMENT**

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

## **19. LOCATION**

- 19.1 The location of the Services will be carried out at the Supplier's own offices. The Contracting Authority and the Supplier shall adhere to the latest Government guidance relating to Covid-19 throughout the duration of the Contract.

---

OFFICIAL

Bid pack for Provision of Audit on Diversity and Inclusion for GES

Contract Reference: CCZZ21A01

Page 13 of 13

v1.0 15<sup>th</sup> January 2021

© Crown Copyright 2020