



Crown
Commercial
Service

Bid Pack

Attachment 2a – Statement of Requirements

Contract Reference: 701090375:

**DIRECTORATE OF PERSONNEL SURVEY AND RESEARCH
ASSISTANCE CONTRACT**

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1. PURPOSE

- 1.1. This contract is to assist Army Personnel and Research Consultancy (APRC) to conduct research on behalf of the Army and to allow for high quality exploitable evidence to be produced. It is necessary to have an extramural organisation under contract to conduct certain aspects of this work.

The APRC requires extramural specialist support to conduct and fulfil all requirements listed in Section 4-7 for two years with the additional requirement of allowing yearly contract reviews with the potential to extend for a maximum of a two-year extension after the initial first year, totalling a maximum of 4 years.

2. BACKGROUND TO THE CONTRACTING AUTHORITY

- 2.1. The Occupational Psychology Team is part of the APRC. The team delivers a research and consultancy service to enhance the performance, motivation, and wellbeing of Army Personnel.

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3. BACKGROUND TO REQUIREMENT/OVERVIEW OF REQUIREMENT

- 3.1. The Army has been conducting Continuous Attitude Surveys (CAS) in some form since approximately the 1970s. Their aim is to determine the attitudes of Serving Personnel and their families in several areas with a view to providing scientifically robust evidence to guide those responsible for forming and implementing Army policy. Occupational Psychologists within the Army Personnel Research and Consultancy (APRC), Directorate of Personnel Strategy, undertake these CASs and other surveys on behalf of the Army. All three CAS surveys are tri-Service and this contract is to assist in the delivery of the Army only element. In addition, these surveys are Official Statistics and any reporting needs to be within the code of best practice for the Government Statistical Service. The Directorate also conducts internal Army surveys throughout the year to support internal stakeholders with evidence-based decisions/policies and key areas of interest highlighted from the CASs. This contract is to assist APRC to conduct research on behalf of the Army and to allow for high quality exploitable evidence to be produced. It is necessary to have an extramural organisation under contract to conduct certain aspects of this work.

The APRC requires extramural specialist support to conduct and fulfil all requirements listed in Section 4-7 for one year with the additional requirement of allowing yearly contract reviews with the potential to extend for a maximum of a three-year extension after the initial first year, totalling a maximum of 4 years.

- 3.2 This support for paper surveys allows the APRC to provide representative and reliable attitudinal evidence from a range of cohorts to inform key strategic decisions/policies. The handling of these survey elements by a single contractor absorbs the majority of the survey administration and organisational burden; this allows the APRC Subject Matter Experts to have capacity to input into other priority areas.

4. DEFINITIONS

Expression or Acronym	Definition
ResCAS	means Volunteer Reserve Continuous Attitude Survey
FamCAS	means Families Continuous Attitude Survey
APRC	means Army Personnel and Research Consultancy
POC	Point of Contact

5. SCOPE OF REQUIREMENT

- 5.1. The APRC requires extramural specialist support to conduct and fulfil all requirements listed in Section 6 for one year with the additional requirement of

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allowing yearly contract reviews with the potential to extend for a maximum of a three-year extension after the initial first year, totalling a maximum of 4 years. The support pertains to:

5.2 Internal Army (self-generated) Surveys

Volunteer Reserve Continuous Attitude Survey (ResCAS)

Families Continuous Attitude Survey (FamCAS)

6. THE REQUIREMENT

6.1. Internal Army (self-generated) Surveys

A provision is to be made to allow additional surveys to be generated under direction from APRC Staff. These surveys are to be administered on an ongoing basis as and when required and are to be administered via a paper based/postal, or by other means available to the contractor i.e. app-based survey as required. Surveys will be of various lengths and themes and should be made available via a secure and easily accessible system to as many Service Personnel and families as possible for completion. We estimate that a requirement to produce 5 to 10 of these surveys per year with the majority of these being web based (expected ratio is 30:70 paper to electronic). Questionnaires consist mainly of scale questions (usually 5-point scales). Each questionnaire will also contain a small number of open-ended questions.

The contractor is required to:

- a. Administer and distribute the surveys via the agreed method throughout the year when requested. This includes the printing of paper questionnaires, accompanying documents (e.g. cover letters, infographics), and postage/distribution direct to survey recipients and/or to all points of contact (and return of survey to a PO box address).
- b. Provide regular updates on response rates as agreed with survey lead. Monitor returns of incomplete surveys. Conduct initiatives to maximise response rates, agreed with survey lead.
- c. Accurately input the response data and provide an SPSS compatible data file including variable labels of the responses/data to the POC for each survey. In the event of SPSS no longer being used by APRC then this might need to be a SAS compatible data file.
- d. If required, produce a suitable summary report and send to the POC for each survey.
- e. Each stage of the requested survey is to be delivered by the contractor to the survey lead from APRC within the agreed timescale.

Volunteer Reserve Continuous Attitude Survey (ResCAS)

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The survey is to be administered to a sample of up to [REDACTED] Army Reservists to gain their views and attitudes towards life in the Reserve Force. The survey is to be administered annually, via a paper-based/postal questionnaire which is returned by post directly to the contractor and a web based electronic survey. The web-based survey is managed in-house. The questionnaire will consist mainly of scale questions (usually 5-point scales). Each questionnaire will also contain several open-ended questions (the amount will be confirmed during the review process).

In each year the contractor is required to:

- a. Create a new publication of the survey under advisement and guidance of the survey lead from APRC using supplied question sets. They may also be requested to review previous questionnaires in conjunction with the survey lead from APRC, in order to ascertain any changes or additions from the previous survey.
- b. Administer and distribute the survey via the requested method (the timings of administration will be agreed with the survey lead from APRC). This includes the printing of paper questionnaires, accompanying documents (e.g. cover letters, infographics), and postage/distribution direct to survey recipients and/or to all points of contact (and return of survey to a PO box address). Note: The link to the web-based questionnaire will be distributed by APRC.
- c. Provide regular updates on response rates as agreed with survey lead. Monitor returns of incomplete surveys. Conduct initiatives to maximise response rates, agreed with survey lead.
- d. Accurately input the response data and provide an SPSS compatible data file including variable labels of the responses/data to the POC for the survey. In the event of SPSS no longer being used by APRC then this might need to be a SAS compatible data file.
- e. If required, produce a suitable summary report and send to the POC for the survey.

The timings for administration and reporting are to be agreed with the survey lead from APRC.

Families Continuous Attitude Survey (FamCAS)

The survey is to be administered to a representative sample of Spouses/Civil Partners of serving personnel to gather attitudes and opinions regarding their experience of Service life. The survey is to be administered annually to approximately [REDACTED] Service personnel for onward dissemination to their spouses. The survey is to be administered via a paper based/postal questionnaire which is returned by post directly to the contractor and a web based electronic survey. The web-based survey is managed in-house. The questionnaire will consist mainly of scale questions (usually 5-point scales).

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Each questionnaire will also contain several open-ended questions (the amount will be confirmed during the review process).

The contractor is required to:

- a. Create a new publication of the survey under advisement and guidance of the survey lead from APRC using supplied question sets. They may also be requested to review previous questionnaires in conjunction with the survey lead from DPers Strat, in order to ascertain any changes or additions from the previous survey.
- b. Administer and distribute the survey via the requested method (the timings of administration will be agreed with the survey lead from APRC). This includes the printing of paper questionnaires, accompanying documents (e.g. cover letters, infographics), and postage/distribution direct to survey recipients and/or to all points of contact (and return of survey to a PO box address). Note: The link to the web-based questionnaire will be distributed by APRC.
- c. Provide regular updates on response rates as agreed with survey lead. Monitor returns of incomplete surveys. Conduct initiatives to maximise response rates, agreed with survey lead.
- d. Accurately input the response data and provide an SPSS compatible data file including variable labels of the responses/data to the POC for the survey. In the event of SPSS no longer being used by APRC then this might need to be a SAS compatible data file.
- e. If required, produce a suitable summary report and send to the POC for the survey.
- f. The timings for administration and reporting are to be agreed with the survey lead from APRC.

Armed Forces Continuous Attitude Survey (AFCAS)

The survey is to be administered and analysed by Defence Statistics.

Additional data capture requirements:

It might at times be necessary for the contractor to conduct telephone interviews with Army personnel or people with a connection to the MOD. The requirement of the contractor is to conduct these telephone interviews from a data capture perspective and provide the results to APRC in the requested format. The contractor is to ensure that all staff tasked with conducting these interviews has the necessary competence and security clearance. The contractor is to supply all the equipment and training to enable this option. All data taken from the interviews is to be treated in the same way as all Army data as stated in point 19 of this SOR. APRC may also request the contractor to conduct transcribing of recorded materials. The contractor is to ensure that all staff tasked with transcribing and material provided by APRC has the necessary competence and security clearance. The contractor is to supply all the

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equipment and training to enable this option. All data given and produced under the transcribing work request is to be treated in the same way as all Army data as stated in point 19 of this SOR.

- 6.2.** Work must be conducted by individuals with suitable expertise and high-quality standards relating to research and survey design, survey administration, survey distribution and data inputting. Details of these areas are outlined below.

All deliverables and workings are required to be MS Office 2016 compatible (and previous compatible Office versions) and SPSS compatible. In the event of SPSS no longer being used by APRC then this might need to be SAS compatible. Where necessary, the contractor is required to submit draft questionnaires to each of the survey leads from APRC for approval or edits before being printed.

The contractor must be able and willing to store securely all questionnaires on the contractor's premises. These questionnaires are to be stored for up to 12 months, or until a time agreed with APRC, after which time the completed questionnaires are to be securely destroyed by the contractor. The contractor must also provide authenticity/proof of each yearly destruction of data.

The contractor will also be required to monitor return rates on a weekly basis and provide progress updates as specified by the survey lead from APRC on each survey.

The **contractor is required to contact APRC immediately** if a response to an open-ended question or comment on any part of the questionnaire causes concern; for example, reference made to **self-harm, suicide or criminal acts**.

The contractor as a minimum standard must handle all data generated from participants responses in line with the Data Protection Act (2018) and the confidentiality of data input must be guaranteed. The contractor must also:

- a. Provide an Information security policy for all Army generated data.
- b. Conduct an internal audit of all Army data held and produce results to the POC for APRC on an annual basis or as requested.
- c. The contractor is to create an access control policy to limit unnecessary exposure of Army data.
- d. The contractor is to make information operating procedures available to the POC for APRC.
- e. The contractor is to produce confidentiality or non-disclosure agreements for any Army generated data. These must be approved by the POC for APRC.
- f. The contractor is to agree to an information security policy for supplier relationships.
- g. The contractor will be required to provide an information security incident response procedure to the POC for APRC.

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- h. The contractor must adhere to all regulations and contractual obligations plus the associated compliance procedures.
- i. The contractor is to supply information security continuity procedures to the POC for APRC.
- j. All Army generated data in both electronic and paper formats must as a minimum remain in the UK
- k. When requested Army information is to be deleted after it is securely passed to APRC or no longer required, and a certificate of destruction produced for APRC to keep on record.

The contractor will be required to record open-ended questionnaire responses against each questionnaire number in an agreed format strictly verbatim, to enable APRC to undertake further analysis.

7. KEY MILESTONES AND DELIVERABLES

7.1. The following Contract milestones/deliverables shall apply:

Milestone/Deliverable	Description	Timeframe or Delivery Date
1	ResCAS printing (survey and inserts)	no later than 15/12/21 (thereafter, on an annual basis)
2	ResCAS distribution	no later than 08/01/2022 (thereafter, on an annual basis)
3	Provision of ResCAS survey dataset	no later than 01/04/2022 (thereafter, on an annual basis)
Milestone/Deliverable	Description	Timeframe or Delivery Date
1	FamCAS printing (survey and inserts)	no later than 11/01/22 (thereafter, on an annual basis)
2	FamCAS distribution	no later than 08/01/2022 (thereafter, on an annual basis)

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3	Provision of FamCAS survey dataset	no later than 26/04/2022 (thereafter, on an annual basis)
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8. MANAGEMENT INFORMATION/REPORTING

- 8.1. Throughout the survey design, survey administration and data input, the contractor will be requested to keep each of the survey leads from APRC up to date with weekly updates of response rates.

In preparing any reports the contractor is requested to liaise with APRC staff to agree the final format and content. The contractor is to submit a draft report for approval prior to releasing any final reports. The timings for production of any reports are to be agreed with each of the survey leads from APRC.

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9. VOLUMES

9.1. Below is a summary of volume.

Survey	Frequency	Number of expected participants	Approx. number of surveys to be returned each year	Likely dates for responses	Max. number of quantitative inputs per survey	Delivery times for report (if needed)	Max. number of qualitative questions to be coded per survey	Delivery times for qualitative data (from cut-off date)
FamCAS	Annually	██████	██████	Published in July each year	250	To be agreed at time of tasking	10	To be agreed at time of tasking
ResCAS	Annually	██████	██████	Published in Jun each year	250	To be agreed at time of tasking	10	To be agreed at time of tasking
Internal Army Surveys	Ad-hoc	██████ ██████	██████	As required	To be agreed at time of tasking	To be agreed at time of tasking	To be agreed at time of tasking	To be agreed at time of tasking

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 quarterly Contract review meetings.
- 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. All MOD procurements should be done so in a sustainable manner

12. QUALITY

- 12.1. Data integrity must be a high priority and suitable quality assurance control procedures must be in place to ensure that errors are minimised during the data entry process. A verification procedure is required and might include double punching of all surveys or a random check of an agreed proportion, followed by basic error checks on the body of the data to identify and rectify any illogical entries. Data assurance needs to be agreed with APRC and reviewed regularly. Documentation should be provided to APRC staff to support the intended quality control procedures to be used. If requested, the contractor is to submit to an annual verification visit on an agreed date by two members of APRC staff.

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If requested the contractor is to attend an annual lessons-learned and contract evaluation meeting with selected staff from APRC.

13. PRICE

- 13.1. The Potential Bidder is requested to provide average price per unit (survey) as well as the overall price of the service.
- 13.2. Prices are to be submitted via email [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.

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	Data Capture Process – Receiving surveys	<p>a. All deliveries will enter the Supplier’s premises via a dedicated data control department. For each delivery, experienced data control staff will raise a Data Control form, which will remain with this delivery of surveys throughout the data capture process and at all times whilst they are stored at the Supplier’s premises.</p> <p>b. All surveys will then be removed from envelopes and sorted and counted into specific batches by survey type and by any other allocation specified by the APRC. At this stage a unique batch slip will be</p>	100%

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		<p>created and affixed to the batch of surveys by the Supplier data control staff. This slip will contain information including; date of receipt, survey type, number of surveys together with a dated signature from the member of staff responsible for preparing the batch of surveys. The batch slip forms part of a quality control mechanism and remains with the batch of work throughout the entire data capture process.</p> <p>c. Only authorised members of the Supplier's data control staff have access to retrieve batches of APRC initiated surveys. After receipt, checking and batching our data control staff will provide the APRC initiator with a Returns Report via email on a weekly basis. This report will list the number of returned surveys, the date they were received and any surveys which contain any harmful comments.</p> <p>d. In addition to the weekly reporting any surveys containing harmful comments or comments of concern will be notified to the APRC initiator on the day of receipt by email.</p>	
2	Data Capture Process – Processing/data inputting	a. When the design of the survey is created in-house, the Supplier will liaise with the APRC	100%

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		<p>initiator for any survey formatting requirements.</p> <p>b. All survey capture will be carried out as key-to-disc from the original survey sheets. All documents remain on-site throughout the project. Closed-response answers and verbatim text responses are captured in the same process and staff will key each survey in its entirety.</p> <p>b. An input program will be specifically written for each survey and in addition to verification and validation routines, field end edits, record end edits and batch end edits will be applied thereby ensuring that the Supplier's results are consistent and provide accurate output at all times.</p> <p>c. System checks ensure all batches are reconciled for completeness and the Supplier's operators are required to sign a batch control slip attached to each batch of work prior to keying and enter the total records input on completion.</p> <p>d. Each Supplier's operator collects a batch of work and completes the batch control slip. A unique batch identifier is input creating a unique batch on the system. Each batch of surveys is keyed, and the entry operator completes</p>	
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		quantity and initials on the batch slip and batch control form.	
3	Data Capture Process – Quality control: error checking	<p>A verification procedure is required and might include double punching of all surveys or a random check of an agreed proportion, followed by basic error checks on the body of the data to identify and rectify any illogical entries. Data assurance needs to be agreed with APRC and reviewed regularly. Documentation should be provided to APRC staff to support the intended quality control procedures to be used. If requested, the Supplier is to submit to an annual verification visit on an agreed date by two members of APRC staff.</p> <p>If requested the Supplier is to attend an annual lessons-learnt and contract evaluation meeting with selected staff from APRC</p>	100% error free
4	Data Capture Process – Disposing of surveys	As specified by the APRC all hard copy surveys will be securely stored at the Supplier's office for a period of 12 months after the acceptance of the final data set from the Supplier. APRC will be prompted by the Supplier to advise if the hard copy is to be retained for a longer period prior to the end date of the storage term.	100%

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5	<p>Data Capture Process –</p> <p>Destruction of surveys and deletion of data.</p>	<p>a. As specified by APRC, an encrypted copy of all data would be stored on site by the Supplier for a period of 12 months, unless previously agreed to extend this period. At the end of the term data will be electronically shredded. All hard copy surveys will be secure shredded on expiry of the storage term and a certificate of destruction provided.</p> <p>b. All data entry programmes and formats are archived as required by the client. Any changes to data entry formats can be implemented as requested by APRC within 24 hours and at no additional cost.</p>	100%
6	Security	<p>a. A separate policy document covering the security of APRC information will be provided by The Supplier. This will be updated by the Supplier in accordance with legislation</p> <p>b. The secure handling of all Army generated data. In the first instance, and where possible, data transfer will be completed by a Secure File Transfer Protocol (SFTP). If</p>	100%

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		<p>required, one copy of each coded data set will be transferred on password-protected CD-ROM or on a password protected encrypted USB memory device, supplied by the MOD, in the agreed format.</p> <p>c. In the instance of hard copy data transfer, it is important that specific procedures are followed when the data is sent. On the day that a USB/CD-ROM is sent, the Supplier sender will let the APRC recipient know that it has been sent. When it arrives at its destination the APRC recipient will let the Supplier sender know of its safe arrival.</p> <p>d The standard delivery for hard copies will be made either by Royal Mail signed for Special Delivery or tracked Parcelforce where necessary. Alternatively, and if requested by APRC, a member of the Supplier' staff in a company fleet vehicle, or by hand, will deliver the password protected CD-ROM or encrypted USB memory device to a named individual at the MoD.</p> <p>d. Guarantee all data will remain in the UK. The Supplier confirm that alldocuments and data will remain in the United Kingdom and that no copies of data or documents will be made unless requested by</p>	
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		<p>an authorised member of the APRC.</p> <p>e. All data will remain the property of APRC and The Supplier confirm that all data provided or created as a result of the data capture process will remain the property of APRC.</p> <p>f. The Supplier will conform to all elements within the Data Protection Act 2018.</p> <p>g. The Supplier are also to agree to conform to the procedures for sending and receiving post from Northern Ireland (NI).</p> <p>h. Use of Army/military images. The Supplier will in most cases work from PDF and original artwork provided by the APRC which will not be altered. In an instance where the Supplier creates the form, permission will always be requested when it is necessary to use Army/military images, and these will be supplied by the APRC.</p>	
7	Survey Delivery - Quality Control of surveys before release.	All surveys will be produced using PDF images in order to ensure the integrity of the proofs for printing. Where this is not possible due to time constraints within the APRC, The Supplier will accept word documents which will be converted into PDF proofs and then returned to the APRC initiator for sign off prior to printing. A	100%

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		completed set of every mailing project will be provided to APRC after completion.	
8	Survey Delivery - Timeframes for the CAS surveys.	APRC will provide The Supplier with a minimum of five days' notice.	100%
9	Survey Delivery - Timelines for design, printing, batching, data entry.	The Supplier will require a minimum of 5 working days for survey design. Each survey project will be discussed and agreed beforehand with the initiator at APRC, however 10 days is the minimum timescale required to print and mail each project.	100%
10	Survey Delivery - Survey results	The survey results will be returned to the relevant individuals within a maximum of 7 working days last survey being input.	100%
11	Batching	<p>a. The Supplier will batch the surveys by unit, recording the batches on Excel and inform APRC of the batch breakdown. The Supplier will record where the surveys are being distributed and any non-deliverables.</p> <p>c. The Supplier will prepare and provide a nominal role for every mailing that includes a list of individuals in each box and space for the person</p>	100%

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		<p>distributing the survey to sign off each person as they are being distributed.</p> <p>d. The Supplier will provide for every mailing project a covering letter, pre-paid envelop and where required additional inserts inside a windowed envelope. (the cover letter will be written by the APRC initiator with a space for the Supplier to insert the individual details/address during printing) with a return address on the lip of the envelopes.</p> <p>e. The Supplier will deliver the survey boxes to the units using Royal Mail Recorded Delivery or Parcelforce tracked and signed service. Any difficulties in delivery will be recorded and APRC will be informed and advise.</p> <p>f. The Supplier will, where required, provide a dedicated telephone enquiry line for delivery enquiries.</p>	
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15.2 Where the Provider fails to deliver the required performance, the Provider should seek to rectify this as soon as reasonably possible, in liaison with APRC/relevant Directorate in the MOD. If the issue continues, authority will raise concerns formally through the DO. The Provider will be expected to produce a Service Recovery Plan of no more than 1 month which will then be instigated.

16. SECURITY AND CONFIDENTIALITY REQUIREMENTS

16.1. The contractor must be able and willing to store securely all questionnaires on the contractor's premises. These questionnaires are to be stored for up to 12 months, or until a time agreed with APRC, after which time the completed

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questionnaires are to be securely destroyed by the contractor. The contractor must also provide authenticity/proof of each yearly destruction of data.

The contractor will also be required to monitor return rates on a weekly basis and provide progress updates as specified by the survey lead from APRC on each survey.

The **contractor is required to contact APRC immediately** if a response to an open-ended question or comment on any part of the questionnaire causes concern; for example, reference made to **self-harm, suicide or criminal acts**.

The contractor as a minimum standard must handle all data generated from participants responses in line with the Data Protection Act (2018) and the confidentiality of data input must be guaranteed. The contractor must also:

- a. Provide an Information security policy for all Army generated data.
- b. Conduct an internal audit of all Army data held and produce results to the POC for APRC on an annual basis or as requested.
- c. The contractor is to create an access control policy to limit unnecessary exposure of Army data.
- d. The contractor is to make information operating procedures available to the POC for APRC.
- e. The contractor is to produce confidentiality or non-disclosure agreements for any Army generated data. These must be approved by the POC for APRC.
- f. The contractor is to agree to an information security policy for supplier relationships.
- g. The contractor will be required to provide an information security incident response procedure to the POC for APRC.
- h. The contractor must adhere to all regulations and contractual obligations plus the associated compliance procedures.
- i. The contractor is to supply information security continuity procedures to the POC for APRC.
- j. All Army generated data in both electronic and paper formats must as a minimum remain in the UK
- k. When requested Army information is to be deleted after it is securely passed to APRC or no longer required, and a certificate of destruction produced for APRC to keep on record.

The contractor will be required to record open-ended questionnaire responses against each questionnaire number in an agreed format strictly verbatim, to enable APRC to undertake further analysis.

17. PAYMENT AND INVOICING

- 17.1. The Supplier is required to provide an estimated cost/quote when new or existing surveys are requested, using agreed pro-forma

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- 17.2. Invoices should be submitted once work has been completed or part invoice can be submitted when appropriate amount of work has been completed and has been agreed.
- 17.3. Payment can only be made following satisfactory delivery of pre-agreed certified products and deliverables.
- 17.4. Before payment can be considered, each invoice must include a detailed elemental breakdown of work completed and the associated costs.
- 17.5. Invoices should be submitted to: APRC Knowledge Manager, Army Personnel Research & Consultancy, Second Floor, IDL 23, Blenheim Building, Marlborough Lines, Monxton Road, Andover, SP11 8HJ or Electronically via email to [REDACTED]
- 17.6. The supplier will be required to use ExoStar so the payment process can be completed by us using CP&F.

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 Army Personnel Research & Consultancy, Second Floor, IDL 23, Blenheim Building, Marlborough Lines, Monxton Road, Andover, SP11 8HJ

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