



Department  
for Environment  
Food & Rural Affairs

[REDACTED]  
RAB Consultants Ltd  
Cathedral House  
5 Beacon Street  
Lichfield  
Staffs  
WS13 7AA

Our ref: ecm\_61851  
Your ref:  
Date: 2nd July 2021

Dear [REDACTED]

Project Ref: project\_33323  
Contract Ref: ecm\_61851

Title: Development and Delivery of Incident and Business Continuity Management Specialist Training Exercises Direct Award Lot 3 from the Incident Management Training & Exercising & Business Continuity Management Framework Ref: 21934

I am pleased to inform you that Department for the Environment, Food and Rural Affairs (Defra) hereby accepts your tender dated 23rd June 2021 in respect of the above contract. The contract shall be carried out in accordance with:

This contract award letter dated 2nd July 2021  
Our request for Quotation date: 22nd June 2021  
Your response received dated: 23rd June 2021(Appendix 1)

The contract is awarded for an initial period of 24 months from 5th July 2021 to 4th July 2023. There is 1(one) further 8-month extension option available, subject to business requirement, budget, performance and price. All extension requests and subsequent prices will be agreed in writing by both parties.

Our preference is for all invoices to be sent electronically, quoting a valid purchase order number, to [REDACTED] You must be in receipt of a valid PO Number before submitting an invoice.

Invoices not containing the correct Purchase Order number will mean we are unable to process them and they will be returned to you.

This contract will be managed on behalf of Defra by [REDACTED]  
[REDACTED] The contract reference and title given above should be quoted on all correspondence.

The contract will be governed by the IMTE Framework ref: 21934 terms and conditions.

Execution of this Contract is carried out in accordance with EU Directive 99/93 (Community framework for electronic signatures) and the Electronic Communications Act 2000.

We thank you for your co-operation to date, and look forward to forging a successful working relationship resulting in a smooth and successful delivery of the Services. The Authority would be grateful if you could arrange the contract to be executed, by way of electronic signature, on behalf of RAB Consultants Ltd within 7 days by Friday 9th July 2021.

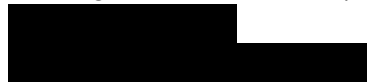
Yours sincerely



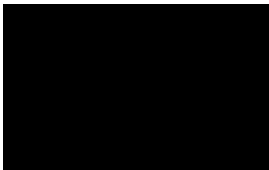
Senior Commercial Officer

Learning and Development Category Lead – Corporate Solutions – Workforce

Defra group Commercial (DgC)



Appendix 1



|                                     |
|-------------------------------------|
| FRAMEWORK CONTRACT 21934 QUOTE FORM |
|-------------------------------------|

|                             |
|-----------------------------|
| Part 1 – Defra Requirements |
|-----------------------------|

|   |
|---|
| Description of the requirement – overall purpose: |
|---|

|  |
|--|
| What do you want the IM T&E training supplier to provide/do? (e.g. design and training package, develop a training plan, run a workshop, coach/ mentor, workshop reporting, develop materials) |
|--|

## Introduction and background

The purpose of the requirement is to develop and deliver incident and business continuity management specialist exercises to gold, silver and bronze command levels online and at a science facility.

The two exercises after that need to be developed and delivered on a large complex site [REDACTED] with a large number of staff in 2022 and 2023 - delivery dates need to be agreed.

## Overview of requirement

Develop and deliver a bespoke business continuity incident management programme of exercises to ensure we are compliant with legal and regulatory obligations

## Aim of the project

### Incident and business continuity management exercises outcome

Develop and deliver a bespoke business continuity incident management programme of exercises to ensure we are compliant with legal and regulatory obligations as well as;

- To establish the long-term incident and business continuity exercise strategy and programme between 2021 and 2023 to ensure we remain compliant with our legal and regulatory obligations

- To cover the principles of incident management, communications - notification, response, recovery - which incorporates the site incident response plan and expectations

Exercise those roles and responsibilities identified in line with the roles and responsibilities / competency matrix are equipped to understand how to manage incidents

To ensure all command levels are ready and prepared to progress on to the future planned exercises and in the event of an incident or business continuity incident

## Delivery timescales – high level timeline below

1. Desktop: estimated 30 staff maximum – [REDACTED]

2. Simulation/ site wide exercise: estimated 100 internal staff maximum – required by Q2/2022 – Date tbc - large scale and complex capability

3. Multi-organisational scenario based exercise: estimated 200 people maximum – large scale and complex capability

#### Target audience

Business continuity incident management exercises target audience - directorates and staff grades

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

#### Subject material and design

Virtual and on site at workplace

First exercise: [REDACTED]

Second and third exercises: [REDACTED]

[REDACTED]

#### The supplier

Security Clearance guidance for Weybridge site

-First exercise: BPSS cleared please – no onsite visits

-Second and third exercises for development and exercise delivery: SC – security clearance – for onsite access and access to official sensitive documents

Essential: Must be able to demonstrate experience of:

-Business continuity

-Incident management

-Desktop and control post exercises

-Managing “live” incidents – examples of

-Flood and adverse weather incident management-

-CCA Civil contingencies act regulations – can be demonstrated through experience with local authorities

-Utility companies

Private and client sector knowledge will be considered

Desirable: (COMAH) Control of major accidents hazards knowledge

#### Content look and feel

Clean and concise, using Defra logos and branding where possible

## Content authoring

Utilising specialist knowledge within the contractor's team in conjunction with site plans and documents that will be made available to the contractors. Content will be reviewed by Defra who will also provide liaison and SME during development of the training packages.

All exercises will be developed alongside internal staff from the following areas and Directorates:

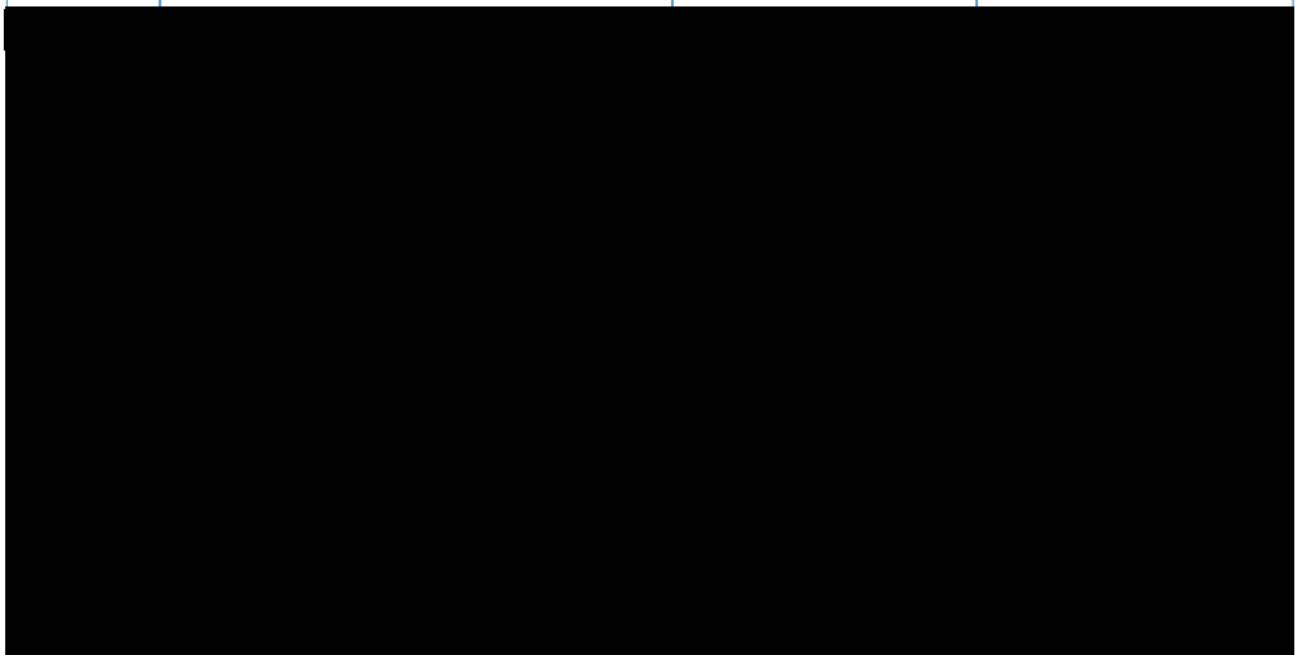


## Technical Infrastructure Information

MS Teams for virtual participation  
Conference rooms will be equipped with Projector

### 3. Proposed programme of work – detail to be agreed with the supplier at the kick-off meeting

| Task No. | Task / Deliverable | Responsible party | By when (specify dates where possible) |
|----------|--------------------|-------------------|--|
|----------|--------------------|-------------------|--|



### 4. Invoice schedule

|                                  |  |
|----------------------------------|--|
| Kick off meeting                 | Invoicing to be in line with above tasks |
| Story board signed off           | Invoicing to be in line with above tasks |
| Final sign off and close project | Invoicing to be in line with above tasks |

Part 2 – To be completed by the Supplier

## Consultant proposal

To include methodology, work programme. Limit to 3 sides of A4 for quotes under £10,000 and up to 5 sides for more complex projects and further competitions (unless otherwise indicated in Environment Agency Project Clients Specification).

### 1. Methodology / approach

We will follow the Business Continuity Institutes (BCI) good practice lifecycle; analysis, design, implementation, validation and embedding. This project is to develop and deliver 3 exercises:  
Validation desk top exercises to sign off the Site Incident Response Plan  
Defra control post exercise to practice the single-agency response to an incident  
Partner control post exercise to practice the multi-agency response to an incident

#### Project Initiation

We will initiate this project with a virtual start-up meeting to confirm mutual understanding of your needs and expectations and to develop our understanding of your organisation and its context. At this meeting, we will request copies of plans and other relevant documents such as information on your organisational structure. Our review of such documentation will further develop our understanding of your business, ways of working and capabilities.

#### Validation exercise

Having reviewed the documentation and understood how documents fit together, we will obtain details of the response teams, either in place or being planned. For example:



We will review each section of the Site Incident Response Plan and establish Critical Success Factors (CSF), present these to the team, discuss, shape and approve.

We will develop scenarios for each CSF, present these to the Defra exercise planning team for discussion, shaping and approval. Scenario injects will be embedded into the exercise presentation along with CSF's.

We will identify response staff operating at the above levels and confirm exercise attendees.

Joining instructions including a briefing will be prepared and emailed to attendees a week before the 20 August 2021.

The exercise will be delivered remotely via MS Teams, using breakout room and chat functionality.

An exercise report will be prepared that details the findings against the CSF's, presented to the exercise planning team as a draft for consideration. This will be updated based on feedback and issued as a final report by the 31 August 2021.

#### Single and multi-agency exercises



Our

Exercising for all of our exercises. The model is based on best practice and establishes exercise roles for developing and exercising skills. The Model comprises five stages and primary roles:

Initiator, Planner, Director, Debriefing, and Completer. This model has been successful in the delivery of dozens of exercises across the UK, including Exercise WATERMARK the largest Tier 1 major incident exercise in UK history.

The first stage of a Structured Exercise is Initiating. A representative from Defra will be the Exercise Initiator and will:

- Set the requirements for the exercises.
- Agree the exercise aim, objectives, and outcomes.
- Agree members of the Exercise Planning Group who will act as subject matter experts and review and approve the exercise proposals.
- Monitor the stages of the exercise and receive its recommendations.
- Confirm exercise delivery dates.

This will be completed through a discussion in the first exercise design meeting with the Exercise Planning Group. The Exercise Planning Group will act as subject matter experts and review the deliverables. The Group will comprise representatives from Defra and the RAB Project Team.

The Exercise Planning Group will fulfil the roles of Planner, Exercise Director, Exercise Debriefing, and Completer. Using Defra specifications, our Planner will design scenarios to meet exercise requirements in consultation with the Exercise Planning Group, delegate tasks as needed, and project manage the exercise planning stage. At the initial meeting we will discuss the exercise schedule with you and agree suitable business scenarios to base the exercises on. Subsequent design meetings will be required as the exercise materials develop and as the single and multi-agency exercise delivery dates near. Our Planner will maintain a live Exercise Planning Document which will be made available to the wider planning team to support development and preparation for the exercise.

Injects and supporting materials will be developed and delivered via paper, email, phone calls and meetings. RAB's bespoke exercise messaging system (ExMS) could be used to deliver the email injects if required, at no extra cost.

These control post exercises will be delivered on site at Weybridge with the RAB project manager assuming the role of exercise director. They will each be 1-day duration finishing with a structured debrief to capture delegate views on:

What were the successes

What were the challenges

What are the recommendations

Post Exercise Reports (PXR) will be prepared following each exercise. These will be presented to the exercise planning group for consideration and updated before being presented as final reports.

The project will conclude with a final meeting to reflect the experience, learning and any next steps.

2. Work programme / tasks (These should give us an understanding of how the tasks outlined in your proposal support the high-level project timelines).

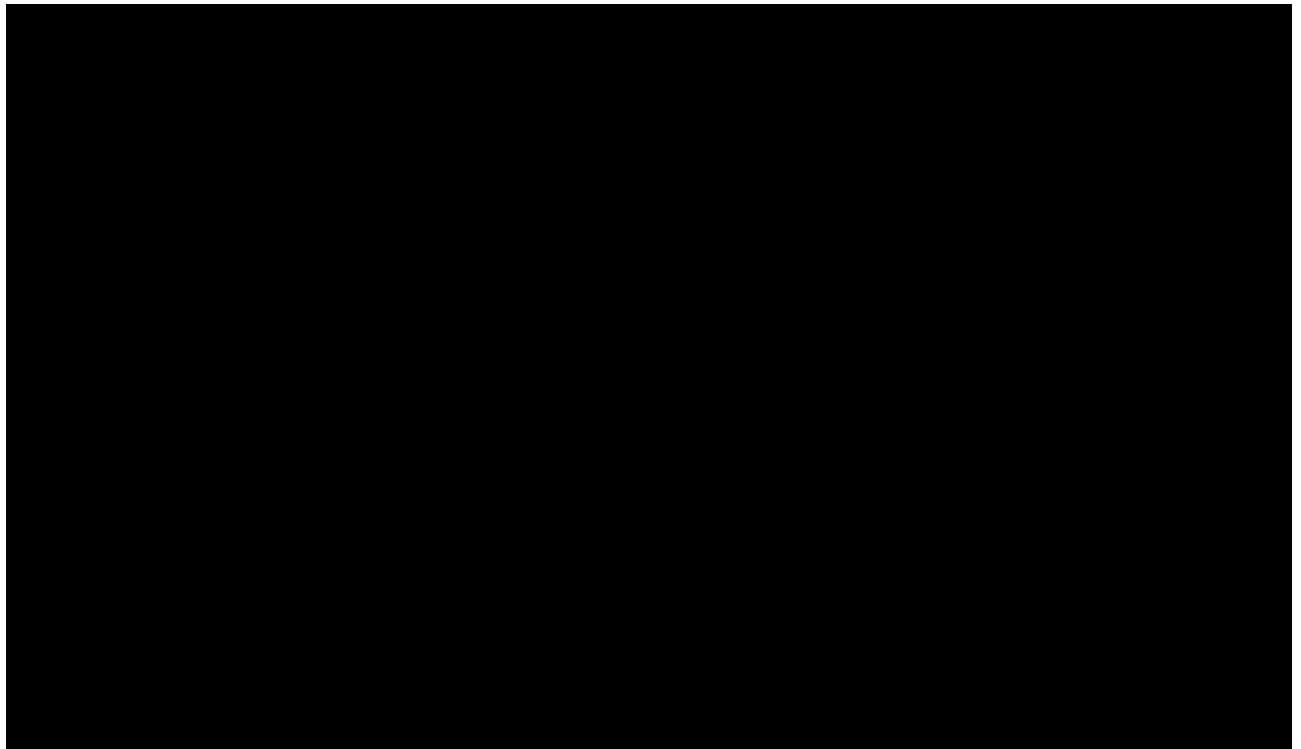
| Task No. | Task / Deliverable | Responsible party | By when (specify dates where possible) |
|----------|--------------------|-------------------|--|
|----------|--------------------|-------------------|--|

### 3. Proposal cost

Please use day rate as agreed under the framework contract 21934 and detail contingency allowance and evaluation costs as separate items. Rates cannot exceed the pricing agreed for the framework.



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|                                |         |
|--------------------------------|---------|
| Total wrapped cost (excl. VAT) | £60,400 |
|--------------------------------|---------|

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|------------|--|--|
| Invoicing: |  |  |
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Appendix