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1. PURPOSE

- 1.1 We are looking for an experienced multi-disciplinary partner to work with the Cities and Local Growth Unit's (CLGU) Funding Delivery and Shocks Directorate to support the delivery of the UK's Freeports Programme. The supplier will provide challenge and strategic advice to improve the quality and delivery of Freeports plans and proposals.

2. BACKGROUND TO THE CONTRACTING AUTHORITY

- 2.1 The Ministry of Housing, Communities and Local Government's (MHCLG) job is to create great places to live and work, and to give more power to local people to shape what happens in their area.
- 2.2 The Cities and Local Growth Unit is at the heart of the Government's economic agenda. We are driving policy aimed at boosting growth and productivity across the UK, leading the levelling up agenda and supporting local leaders in improving the economy. The Unit works across two Departments, reporting jointly into the BEIS and MHCLG Secretaries of State, and bringing together a team of 500 staff across the country.

3. BACKGROUND TO REQUIREMENT/OVERVIEW OF REQUIREMENT

- 3.1 Freeports are a flagship government policy, first announced in August 2019. Since then, the Government has conducted a public consultation on the policy and, in November 2020, published the Freeports Bidding Prospectus. That document set out three key objectives for Freeports:
- 3.1.1 Establish national hubs for global trade and investment across the UK.
- 3.1.2 Promote regeneration and job creation.
- 3.1.3 Create hotbeds for innovation.
- 3.2 Freeports will achieve these objectives through access to the following policy levers: secure customs sites and a flexible customs model; tax reliefs, targeted at stimulating new investments; simplified planning procedures; seed capital funding from MHCLG; specific trade and investment support; and innovation support, including regulatory dispensations.
- 3.3 [The Freeports Bidding Prospectus](#) also launched a fair and transparent competitive process for selecting Freeport locations in England. The results of this competition were [announced at Budget on 3 March 2021](#) and the successful locations are: **East Midlands Airport, Felixstowe and Harwich (Freeport East), Humber, Liverpool City, Plymouth, Solent, Thames and Teesside**. There are not currently plans to add to this list of 8 English Freeports,

but we are working with the Devolved Administrations to deliver at least one Freeport in each of Scotland, Wales, and Northern Ireland as soon as possible.

- 3.4 The forward plan for delivering Freeports is still work in progress, but key milestones are likely to include:

Milestone	Indicative Timings
Prospective Freeports confirm governance for the 'set-up' phase leading up to formal designation	April 2021
Outline Business Cases developed	Summer 2021
Tax sites authorised	From Summer 2021
Customs sites authorised	From Autumn 2021
Full Business Cases developed	Autumn 2021
Freeports formally designated	From late 2021

- 3.5 Through their Outline and Full Business Cases, Freeports will develop their overall strategic vision – which is expected to encompass the use of the levers listed at 3.2 and alignment with the wider strategic context, including the Net Zero agenda, the skills ecosystem of the Travel to Work Area, and local economic strategies – and a robust plan for delivery.
- 3.6 The 8 Freeports are beginning from different starting points in terms of governance, maturity of plans, and funding and investment already secured. It is therefore likely that they may not all move through each stage of this process simultaneously.
- 3.7 The experience of delivering the post-2011 Enterprise Zones showed that in addition to tax incentives and supportive planning environments prospective Freeports may need to put in place additional work packages to fully deliver their ambitions. Each Freeport will be a complex programme of work, with a wide range of local and national stakeholders, mobilising a number of policy levers and delivering a range of interventions and investments in parallel.
- 3.8 From the published [Freeports competition scores and rationales](#) it is possible to see areas where some of the successful bidders had room for improvement in their proposals. About half of the successful bidders still have some work to do in developing a strong strategy that makes the best use of policy levers to deliver the policy objectives – for example, scores showed further work will be needed on innovation, trade and investment aspects of some proposals. There are also some deliverability challenges across the majority of the 8 prospective Freeports, including on planning, funding, intervention design, and managing key risks.

- 3.9 Mindful of these challenges, we have prepared a number of measures to support the delivery of the 8 Freeports, including:
- 3.9.1 Providing revenue funding to prospective Freeports to support them to set up and deliver the Freeport, which could fund both staff and potentially consultants.
 - 3.9.2 The Freeports delivery team in CLGU will work closely with the 8 Freeports, guiding them through the process, as well as setting in place the delivery model, coordinating assessments of OBCs etc, and leading programme management and governance.
 - 3.9.3 The Freeports team leads on cross-Whitehall governance, convening a senior strategy board and a delivery group at working level, through which all HMG work on Freeports will be overseen and coordinated. This team will also link places into a network of experts and support across government, on topics such as planning, tax, customs, security, Net Zero and trade and investment.
- 3.10 This tender is intended to provide a complementary tool to support Freeports, alongside these other lines of support as detailed above.

4. DEFINITIONS

Expression or Acronym	Definition
CLGU	Cities and Local Growth Unit, within the Ministry of Housing Communities and Local Government (MHCLG)
FBC	Full Business Case
FTZ	Free Trade Zone
HMG	Her Majesty's Government
ISO	International Organisation for Standardisation
LOE	Level of Effort
MHCLG	Ministry of Housing, Communities and Local Government
OBC	Outline Business Case
SEZ	Special Economic Zone

5. SCOPE OF REQUIREMENT

- 5.1 We are looking for a supplier to provide the following four functions to the Freeports delivery team:

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- 5.1.1 **Strategic advice and feedback**
 - 5.1.2 **Shared products and learning**
 - 5.1.3 **Programme support and advice**
 - 5.1.4 **A troubleshooting draw-down service**
- 5.2 Below we set out a high-level sketch of each function, along with illustrative examples for how this could translate into specific activities. These should be taken as broadly defined types of support rather than an exhaustive list of specific services, and we welcome innovative suggestions for how maximum value could be delivered towards the policy aims, intended outcomes of the support, and resources available from the supplier.
- 5.3 **Strategic advice:** The supplier should work as a ‘critical friend’ to Freeports under the guidance of the CLGU Freeports Delivery Team, offering an independent and constructive assessment of their work by a range of experienced technical specialists. This should involve working with individual Freeports to support the development of their business cases and other key products and proposals. You should set out the topics and focus of the work you will deliver. This will be agreed with the CLGU Freeports Delivery Team prior to delivery, but could include advice and critical feedback on:
- 5.3.1 Maximising the economic and social benefits of Freeports within and beyond their outer boundaries and into the surrounding area.
 - 5.3.2 Contributing to UK and local targets on Net Zero and, where appropriate, maximising green growth.
 - 5.3.3 Integrating into Freeports plans an understanding of effective policy, governance, and good practice for FTZs and SEZs.
 - 5.3.4 Connecting Freeport proposals to the wider skills system to deliver the skills people need to access jobs created in the Freeports.
 - 5.3.5 Strengthening local value chains and clusters, building innovation and backward linkages into the local economy.
- 5.4 **Shared products and learning:** The supplier should identify, through consultation with the Freeports and the CLGU Freeports Team, work which is much better value to do centrally than led by individual Freeports and for which there is demand. This work will be agreed with the CLGU Freeports Team prior to delivery. You should set out what types of service you would provide in this area, but it could include:
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- 5.4.1 Identifying issues or priorities which are common across individual Freeports and designing, producing, and disseminating effective advice and/or tools for Freeports to use in addressing them.
 - 5.4.2 Identifying opportunities for and facilitating peer-to-peer learning and collaboration between Freeports through tools and approaches such as action learning groups, communities of practice, etc.
 - 5.4.3 Evaluating the need for, designing, producing, and disseminating shared plans, approaches or materials for the promotion of inward investment to Freeports (e.g., joint marketing materials or trips).
- 5.5 **Programme support and advice:** The supplier should support programme delivery monitoring of Freeports by the CLGU Freeports team. This should include:
- 5.5.1 Gathering and sharing high quality information and evidence about the progress and performance of Freeports with the CLGU Freeports team, to inform programme management, learning and adaptation.
 - 5.5.2 Providing expert advice to the CLGU Freeports team on programme strategy, delivery, risk management and mitigation, and the development of HMG products such as guidance and policy documents as required.
- 5.6 **Troubleshooting draw-down service:** The supplier should be able to mobilise quickly (within 10 working days) specialist support to help unblock critical delivery issues, where they threaten to derail progress or constitute significant threat to the delivery or success of a Freeport, and where local stakeholders do not have the resources or capacity to resolve the issue themselves. The supplier should also provide a detection function, through which such issues are identified promptly.
- 5.6.1 The CLGU Freeports Team will authorise any intervention when critical delivery issues are identified and this should include, as a minimum:
 - 5.6.1.1 A rapid fact-finding exercise to understand the issue.
 - 5.6.1.2 The development of a support plan setting out key deliverables and the need for intervention.
 - 5.6.1.3 The implementation of that plan over an appropriate timeframe (likely 1-6 months depending on the issue).
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- 5.6.1.4 Continued monitoring of the situation as it develops and reporting on the progress made towards resolving the issue.
 - 5.6.2 You should set out what topics or issues you believe may be the key critical delivery issues as well as the detection and support functions you will provide. Key delivery issues could include, for example:
 - 5.6.2.1 Site or land assembly processes
 - 5.6.2.2 Property development
 - 5.6.2.3 Negotiating planning processes
 - 5.6.2.4 The delivery of infrastructure projects including public procurement
 - 5.6.2.5 Regeneration financing
 - 5.7 The supplier should deploy appropriate tools and approaches to diagnose and assess the status, quality and maturity of Freeport proposals and plans, their needs and capacities. These should be used to target, design and mobilise the services delivered under the four key functions outlined above in section 5.1. A holistic assessment should be conducted of all 8 English freeports during the inception phase, but it is expected that the supplier will maintain this evaluation as an ongoing process, enable prompt responses to emerging issues or need.
 - 5.8 Bidders should propose services and an approach to delivering them that will support the central Freeports team to deliver policy objectives and programme outcomes. Bidders should be clear what contribution they expect to make to the following three outcomes:
 - 5.8.1 The receipt of high quality, evidence-based and coherent proposals from all the Freeports, maximising the use of the core policy levers to deliver the objectives of the policy (trade and investment, regeneration, and innovation).
 - 5.8.2 Robust and deliverable plans for all the Freeports, with the right delivery vehicles, structures and capacities in place to drive successful implementation at pace, with diminishing reliance on external support.
 - 5.8.3 The deployment of a range of complementary interventions and initiatives, aligned to Freeports plans and strategies, that will maximise regeneration benefits and the economic and social value delivered,
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- 5.9 As set out above we would expect the support provided to complement rather than duplicate or compete with other types of support on offer to individual prospective Freeports. In particular, the following three points set out things we are NOT expecting the supplier to do:
- 5.9.1 Prospective Freeports will have their own teams, and their own funds to bring in consultants to do work for them if/where needed, so the supplier will be working *with* them rather than *for* them.
- 5.9.2 The supplier will not be formally assessing or scoring the Freeports business cases or other proposals, at outline or full business case stage. This will be done by government.
- 5.9.3 The programme management for Freeports will be led by the CLGU Freeports team, with an in-house programme management office. The support outlined in 5.5.1 should feed into programme management, we are not intending to outsource our PMO to the supplier.

6. THE REQUIREMENT

What you will deliver

- 6.1 In their proposals, bidders should set out the nature of the support they will provide and the range of support on offer, specifically:
- 6.1.1 Their understanding of the strengths, weaknesses, opportunities and constraints across the 8 Freeports as they approach next year's programme of work
- 6.1.2 Linked to that, and the intended outcomes, a clear outline of the types of services that will be delivered across a range of topics, with clear rationale/justification for their relevance and value, and the diagnostic tools that will be deployed to understand, and respond to changes in, individual Freeports' needs.
- 6.2 Bidders should set out examples of delivering similar types of support, and support on related topics. You are encouraged to develop an innovative offer, adapted to the Freeports context.
- 6.3 Bidders should also set out the quantity of support they will provide, outlining an expected amount of services based on clearly stated assumptions about Freeports' capacity, likely progress, etc. As part of this bidders should set out the level and types of support that will be delivered to Freeports with different levels and types of need.

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- 6.4 We expect that for the strategic advice, a minimum level of service will be available to all prospective Freeports, with more intensive support provided to Freeports with greater needs as directed by the CLGU Freeports delivery team. The shared products and learning should be available across all Freeports. Troubleshooting is likely to be reserved for those Freeports struggling the most. The supplier should monitor use of each service across the 8 Freeports and update the authority on this, flagging to the Authority any Freeports that a disproportionate number of requests for support are coming from, through routine reporting (see 8.1).
- 6.5 Bidders should be prepared to offer different types of services for different stages of the prospective Freeports journey over the next 12 months (see 3.4 above) – please set out how you expect the needs for support to evolve over the timeframe and how your offer would correspond to the stage that Freeports are at. You should explain how the diagnostic tools that you will deploy will inform the support offer you deliver and ensure the latter remains appropriate to Freeports' needs as they evolve over time.
- 6.6 Bidders should set out how their service offer will be communicated to Freeports, and how their services will align with and complement other types of support, including the work undertaken by Freeports teams and any consultants they have commissioned.

How you will deliver it

- 6.7 Bidders should set out a transparent, smart approach for targeting, prioritising, agreeing and mobilising support, and matching Freeports to different types of support. You should set out the factors feeding into this decision, along with how they will be assessed (incorporating your diagnostic tools), in a structured and streamlined process. The authority expects to sign off high-level principles for allocating this support and overall packages, rather than needing to approve all individual activities.
- 6.8 Bidders should set out their approach / methodology for delivering the support, that incorporates and builds on the following key principles:
- 6.8.1 You should set out a flexible approach, and outline how you will be responsive to the needs of Freeports, of HMG, and the evolving UK context. You should explain how you would cope with a number of possible scenarios
 - 6.8.2 You should outline how services will be led by and/or take into account demand from the Freeports, and how you will build and maintain good, collaborative relationships with the Freeports coalitions and the CLGU Freeports team. You should be ready to

deliver support in situations where local stakeholder relationships are strained or broken down, and outline how you would approach such situations and examples of having resolved such situations in the past.

- 6.8.3 You should maximise the synergies and efficiencies from delivering the different functions and lines of support, outline what value these deliver and how they will be achieved.
- 6.9 Bidders should set out an indicative work plan and management approach. You should also include an indicative mapping of the proportions of resourcing/days devoted to different types of support and the staff you propose to use, including biographies. During this contract the Authority must be notified of and consent to key staff moving job roles or being replaced.
- 6.10 There should be a 4-week inception phase, during which the supplier will establish their team, develop relationships with the Freeports, map Freeport contexts, capacities and requirements, test and prepare key tools and methodologies, and update the approach, methodology and workplan. Some initial / urgent support to Freeports or CLGU may also be required during this period.
- 6.11 There should also be a review point built in for around the 6-month mark, where the supplier will review their work so far, and assess where and how improvements and adjustments could be made. This review as well as recommendations for improvements will be shared with the Authority. An end of contract review should also be produced by the supplier, published to gov.uk and shared with key policy audiences, providing evidence of overall impact and contribution, as well as lessons learned for future services.
- 6.12 You should set out how troubleshooting services will be managed and accessed. We expect some clear distinctions between this and the core work of the supplier, as well as ways of maximising synergies. Bidders should outline how they will be able to manage their service under the conditions of uncertainty of total budget or timing of needs, and you should set out how you will mobilise high quality personnel and targeted work quickly when a need arises.
- 6.13 It is possible that this support should be extended to cover additional Freeports in the Devolved Nations – but we will not be able to confirm this until May/June 2021. You should include a brief outline of how your workplan and services would differ if these additional Freeports were added. No firm details can be provided because it has not yet been confirmed if or when those Freeports competitions would be launched nor whether this service would extend to them if it does, but for the sake of your planning please assume in this scenario there are a total of 3 additional Freeports, one in each of Scotland, Wales, and

Northern Ireland, selected in Q3 and Q4 2021. The authority hopes to provide greater certainty on this point in time for contract mobilisation, not before.

- 6.14 Bidders should state if/where you may already be commissioned to work with any of the 8 prospective Freeports or any potential Bidders in a devolved Freeport process, and how you would manage this potential Conflict of Interest (COI). This should include what ethical walls will be in place by the supplier between the work commissioned under this contract and any other work as commissioned separately by the Freeports.
- 6.15 The supplier should during inception phase develop a Code of Conduct or similar kind of document to help govern their services and set clear expectations and roles for themselves, the Freeports, the Government and other stakeholders with whom you may come into direct contact. This should also include a statement of how they would deal with instances where Freeports are not satisfied with services delivered. This will be agreed with the Authority during contract initiation.

Who delivers it

- 6.16 Bidders are expected to set out their team structure and personnel for delivering the support:
- 6.16.1 We expect a core team will lead on the delivery of the support and function as the main working level contact for the CLGU Freeports team.
 - 6.16.2 There should be a senior leader who is the single point of accountability within the supplier/consortium, and to CLGU
 - 6.16.3 There should be a range of specialists and experts working with and accessible to the core team (as per 6.19 below), to mobilise in response to needs and demands from Freeports and CLGU.
- 6.17 We are open to a range of ways of structuring the team. Bidders should set out why their proposed structure is beneficial given the nature of the work.
- 6.18 If you are bidding as part of a consortium you should set out how your organisations are working together, where accountability lies, and how you will ensure smooth coordination and meaningful collaboration.
- 6.19 Bidders should set out the number of personnel days in their technical proposal to cover the strategic advice, shared products, and programme support functions (set out in 5.1), mapped in ways to enable us to understand how the resources of this contract are balanced e.g. against different types of work, different specialist areas, etc. We expect that the strategic advice component

should constitute at least 50% of the LOE across these 3 functions. For the troubleshooting component please set out some indicative project teams and service offers against 4 different possible assignments or scenarios. The scenarios proposed will be assessed to gauge the bidder's understanding of the stumbling blocks Freeports are likely to face; the proposed project teams and service offers will be assessed for their proportionality and appropriateness to each scenario.

- 6.20 Bidders should set out the range of topics and services provided by your team. We would like to see specialised expertise – e.g. personnel with experience of Freeports, free trade zones, special economic zones etc – as well as bringing a wider range of disciplines. You should propose the range of expertise you feel most appropriate to the task, but we would expect areas might include: trade and exports, inward investment, market analysis, regeneration and local economic development, innovation and value chains, planning, infrastructure and engineering, transport and maritime sector, skills, land assembly and property development, tax and customs, net zero and green growth, economic development and analysis, Green book business case development, governance and delivery vehicles, local government capacity, programme management, vision and strategy, place making, stakeholder and community engagement, communication, monitoring and evaluation, etc.
- 6.21 There are a number of areas on which we believe we have strong expertise within government to support the Freeports, e.g. on tax, customs and security. We hope that during our inception period we can confirm where we have a strong support offer from government. We would expect to reduce the amount required from the supplier in those areas, to reduce duplication.
- 6.22 As well as expertise in key topics, we expect Bidders to bring individuals, teams and organisations who have a track record of working with large, complex local / regional growth projects, with demonstrable success. Bidders should bring individuals with experience of working in and/or with key stakeholders for Freeports.
- 6.23 The authority wants for a team strongly weighted towards personnel with considerable experience and specialised expertise. We do not want large portions of the work done by junior staff with a limited track record of working on these topics, with these stakeholders. Reflecting this, we would expect **a minimum of 60% of the total personnel days to come under the principal consultant and managing consultant grades on the CCS definitions for Management Consultancy Framework Two**. Bidders should set out in their proposal how the overall number of personnel days breaks down against different grades.

Budget and timeframe

- 6.24 The current maximum budget for the first three components (Strategic Advice, Shared Products and Learning, and Programme Support) is £3 million over the contracts initial duration of 12 months
- 6.25 The budget for the Troubleshooting component will be forecast on a 6 monthly basis, but as an indicative estimate may amount to an additional £1 - £2 million over the 12 months. Budget for the first 6 months of troubleshooting will be confirmed upon award of the contract.
- 6.26 There will be the option to extend the contract up to a maximum total duration of 48 months from the date the contract is let. This will be subject to Freeports ongoing need for support in this area, the suppliers performance to date and subject to additional funding being granted to cover subsequent additional contracting option years.
- 6.27 Proposals should be scaleable, ready to cater for an increase in budget if and where appropriate.
- 6.28 Bidders should submit a commercial proposal with a budget of maximum £3 million to cover those 3 components.

7. KEY MILESTONES AND DELIVERABLES

7.1 The following Contract milestones/deliverables shall apply:

Milestone/ Deliverable	Description	Timeframe or Delivery Date
1	Mobilisation	Within 2 weeks of Contract Award
2	Inception report outlining work undertaken and proposed delivery tools (in line with 6.7 above)	Within 4 weeks of mobilisation
3	All Freeports submit OBCs and material for tax site designation	Summer 2021 (deadline TBC)
4	Mid-term report, outlining services delivered so far, results achieved, lessons learned, and recommendations for adapted service offer including improvements	Within 6 months of mobilisation
5	Freeports submit FBCs and material for customs site authorisation	Autumn 2021

6	Freeports begin implementation	Winter 2021/22
6	Final report covering, as a minimum, an assessment of impact, lessons learned, and the needs of the Freeports moving forwards.	12 months after mobilisation

8. MANAGEMENT INFORMATION/REPORTING

- 8.1 The supplier will provide via email weekly updates during inception, and then monthly progress updates during implementation to the MHCLG Freeports team as well as the Freeports that the supplier will be working with. These should include work completed during the period, levels of use of the service by each Freeport, plans for the next period, any key risks or actions, in addition anything the supplier believes that the Authority should be made aware of.

9. CONTINUOUS IMPROVEMENT

- 9.1 The Supplier will be expected to continually improve the way in which the required Services are to be delivered throughout the Contract duration.
- 9.2 The Supplier should present new ways of working to the Authority during quarterly Contract review meetings. These quarterly reviews will also be used to table any other adjustments the authority would like to see, including potentially restructuring services, change of personnel etc where appropriate.
- 9.3 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.

10. SUSTAINABILITY AND SOCIAL VALUE

- 10.1 Proposals should include a social value component, whereby as part of their core work or as additional activities or interventions, benefits are delivered to the wider communities around the Freeport locations.
- 10.2 The over-riding social value theme for this tender is Tackling Economic Inequality. To support this theme, we will be looking for a supplier who can deliver the following in support of this contract:
- 10.2.1 create a diverse supply chain to deliver the contract including SMEs.
 - 10.2.2 create employment and training opportunities particularly for those who face barriers to employment and/or who are located in deprived areas, and for people in industries with known skills shortages or in high growth sectors.

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- 10.2.3 Ensure a transfer of knowledge in key topics to local stakeholders in particular to local government bodies, to build their capability for levelling up

11. QUALITY

- 11.1 There is no specific accreditation required for this service although experience is essential. ISO 44001 in collaborative working is desirable, although bidders can present alternative examples or evidence of their track record, values and capability in this regard.

12. PRICE

- 12.1 Prices are to be submitted via the e-Sourcing Suite [Appendix E – Price Schedule excluding VAT and including all other expenses relating to Contract delivery.
- 12.2 All prices should include travel and subsistence costs, which will not be reimbursed separately.

13. STAFF AND CUSTOMER SERVICE

- 13.1 The Supplier shall provide a sufficient level of resource throughout the duration of the Contract in order to consistently deliver a quality service. This includes the ability to flex resource as and when required.
- 13.2 The supplier should name at least 5 individuals as ‘key personnel’, who may not be substituted without advanced permission from CLGU.**
- 13.3 The Supplier’s staff assigned to the Contract shall have the relevant qualifications and experience to deliver their work under the Contract to the required standard.
- 13.4 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.
- 13.5 Bidders should categorise personnel under grades using [the CCS definitions for Management Consultancy Framework Two](#). Bidders should include in the CVs clear evidence that proposed staff meet the criteria for their proposed grade, and the authority will conduct a full check prior to contract award to ensure bidders have accurately represented personnel grades and experience.

14. SERVICE LEVELS AND PERFORMANCE

- 14.1 Service provision will be evaluated against the following Key Performance Indicators (KPIs):

Service Area	KPI Description	Target
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Engagement	Proportion of Freeports accessing supplier's support each quarter.	75%
Engagement	Meetings between supplier and Freeports each month.	2 per Freeport
Responsiveness	Average time between receipt of request for support and commencement of support.	2 weeks
Quantity of Service	Number of services delivered.	To be defined during inception
Quality of Service	Complaints processed within 4 weeks.	100%
Quality of Service	Positive feedback on supplier performance from Freeports.	80%
Improvement	Adjustments to improve service provision based on feedback.	1 per quarter

14.2 Bidders should identify indicators, in addition to those listed above, at activity, output and outcome level to track their work, to hold the supplier to account for performance, and also for purposes of learning and adaptation of the service offer. This should include indicators reported on a monthly basis, as well as evidence gathered to feed into wider lesson-learning.

15. SECURITY AND CONFIDENTIALITY REQUIREMENTS

15.1 Bidders should set out how they will deal with commercially sensitive information and confidentiality. The supplier will be expected to store and maintain any personal data securely and in line with UKGDPR.

15.2 There is no requirement for security clearance to CTC level. The supplier may need to visit or work in secure areas, but may only do so at the invitation of and under the supervision of the entities who manage the areas in question.

16. PAYMENT AND INVOICING

16.1 Invoicing should be on a monthly basis, based on personnel days used – these should be forecast on a quarterly basis with updated forecasts each month and large variances flagged in advance. Payment can only be made following satisfactory delivery of pre-agreed certified products and deliverables for that month.

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- 16.2 Before payment can be considered, each invoice must include a detailed elemental breakdown of work completed and the associated costs.
- 16.3 Invoices, quoting a valid Purchase Order Number, should be submitted to: Ministry of Housing, Communities and Local Government 4th Floor, High Trees, Hillfield Road, Hemel Hempstead, Herts HP2 4XN

17. CONTRACT MANAGEMENT

- 17.1 The contract will be managed by a contract manager in the CLGU Freeports team, overseen by the Head of that team. This team will oversee the supplier, and the supplier will not be reporting to or negotiating the services provided through this contract with any other government department – the alignment of these services with work across government will be negotiated by the Freeports team, and set by the team to the supplier through an agreement on scope and topics of focus in the inception phase.
- 17.2 From award of the contract, the supplier should hold at least weekly meetings with the contract manager until the end of inception.

18. LOCATION

18.1 When possible given Covid-related rules and regulations, time spent in-person with the Freeport stakeholders, on site, and with the CLGU Freeports team is to be prioritised, where it is likely to add value in terms of building trust, relationships, and enhancing the quality of advice. Where there is not likely to be significant value added in this way, engagement can be done through video conferencing and using other online tools. The contract manager will proactively and regularly review whether an appropriate balance is being struck between online and in-person support.

18.2 All aspects of the Supplier's work are expected to be planned and delivered in line with the relevant working safely during coronavirus (COVID-19)" guidance: <https://www.gov.uk/guidance/working-safely-during-coronavirus-covid-19>.