Template response form : Invitation to Tender -
Life Cycle Assessment and Evaluation support to the DECC Heat Network Scheme.

Supplier Name: BRE

Details for lead contact (name and contact): REDACTED

Names of any subcontractors (if applicable – making clear what is being subcontracted): None

Price: £39,863

Criterion 1: **Evidence of skills and knowledge capacity for the Heat Networks sector**

BRE has been using its extensive expertise to provide consultancy services relating to district heating for many years. On behalf of the Greater London Authority (GLA), we have undertaken site investigations of heat networks serving new dwellings in order to collect data on the performance of new networks. We have provided guidance to emerging schemes. We advise planning authorities on CHP, and district heating. We also assess the integration of heat networks with CHP as part of the certification of individual schemes through the Government's CHPQA programme.

BRE currently chairs the International Energy Agency (IEA) research programme on District Heating and Cooling from which have emerged practical research solutions including, for example, low temperature networks and integration of renewables. BRE also formed and chaired the technical committee for District Heating standards for the London Development Agency.

We have an excellent understanding of policy in this area and for many years have provided policy guidance to government, produced guidance literature and delivered training programmes. BRE was a key advisory member of the government's Community Energy Programme, which was a significant public support initiative for this technology. BRE led the team that produced the Barriers to the Deployment of District Heating report (2013) for DECC in 2013. We are well aware of the challenges currently faced by the industry and other stakeholders actively engaging with this energy solution and also of initiatives designed to alleviate them including the emergence of a Code of Practice and moves towards a Customer Charter.

We also carried out research and advised DECC on the implementation of the Energy Services Directive requirements for the introduction of heat metering of customers on district heating schemes. Our work for the Barriers to District Heating project has strong policy relevance since its aim was to determine not only the barriers but also possible enabling measures.

BRE has in-depth knowledge of the major industry players spanning 20 years, having coordinated seminar programmes featuring case studies and key parts of the supply chain under the (then) Energy Efficiency Best Practice programme. Our involvement with the Community Energy programme included substantial contact with the industry and the scheme supported both capital and feasibility studies. BRE has also carried out work for industry players including the (then) Sheffield Heat and Power and the Danish District Heating industry. BRE has received very good cooperation from the UK industry in, for example, representing the UK on IEA projects. BRE's international work has also brought us into contact with major players across Europe and beyond.

Energy efficiency benefits are the focus of much of our work in this area. We understand that for district heating systems to be efficient, both the energy quantity (heat loads) and quality requirements (grade of heat) of the development should be matched to that of the heat supply. We also appreciate how low-temperature internal distribution systems increases viability of a wide range of low-carbon and renewable heat sources.

We have undertaken auditing flow measurement and heat/steam measurement systems as part of the CHPQA auditing process. Innovation is at the heart of what BRE does. In relation to heat networks, we are able to bring knowledge of new and innovative district heating techniques through extensive

involvement internationally, particularly with partners from Scandinavia. This has included low temperature systems, integration of renewable sources, and serving highly energy efficient new-build areas.

Much of the work we have carried out in this area is for Government and we are fully aware of the kinds of constraints that this can impose on working methods and of the strategies needed to overcome them. A list of key projects which demonstrate our abilities in this area is provided in Appendix A and our resource capacity in this area are provided in Appendix B

Criterion 2: Evidence of skills and knowledge capacity in life cycles assessment and evaluation
BRE has been involved over many years in developing and undertaking life cycle assessments on the carbon and energy savings that arise from a wide range of technologies, including district heating. As part of our work for the Community Energy Programme we produced the application form and life cycle costing model.

BRE has previously supported the Carbon Trust on the development of two TINAs (Technology Innovation Needs Assessments) developing the model used for energy efficiency improvements in the domestic and non-domestic building sectors. Here we measured the carbon and cost impacts of innovation compared to a "business as usual" situation and also analysed market data to calculate the expected increase in value to the UK economy arising from exports. We therefore have an excellent understanding of measuring whole life energy efficiency and carbon savings from innovations, compared to a counterfactual.

In the 1990s, BRE developed the first marginal cost abatement curves for a range of energy efficiency and low carbon technologies across the UK building stock and expanded and updated them more recently. We carried out extensive modelling for the preparation studies for Eco design for both central and room air conditioning systems. These studies considered impacts over the life cycle of the products (i.e., LCA analyses).

We also have extensive experience of carrying out policy impact assessment studies relating to energy use, in particular for proposed amendments to Building Regulations; and we are familiar with carrying out assessments in line with the guidance provided in the Treasury Green Book.

Recent examples of other studies we have undertaken include:

- Producing the boiler equivalence report for DCLG (for the Energy Performance of Buildings Directive). Assessing carbon savings that would arise from a boiler inspection scheme compared to those from existing UK policy initiatives.

- Producing estimates of the cost and energy savings associated with bringing the energy performance of the UK building stock into line with the minimum energy performance standard recommended for the refurbishment of existing buildings (Article 5 of the Energy Efficiency Directive).

- For the Government of Gibraltar we carried out extensive building energy modelling and cost benefit calculations to identify the cost optimal point for both new and existing buildings.

We understand the importance of carrying out sensitivity analysis to explore the effect on the outputs of possible variations in the range of input values and of carrying out statistically based modelling such as Monte Carlo analysis. We are used to attaching statistically determined accuracy and levels of certainty to modelling outputs. We also carry out modelling for energy options appraisal for commercial clients.

When comparing the costs of heating technologies, heat networks often appear unfavourable as the initial capital costs are generally much higher than other forms of heating system and installing new distribution networks can also be extremely disruptive. However, there are other benefits which also need to be taken into consideration when evaluating the cost and benefits. These include the longer life of the distribution network, the fuel flexibility offered, lower maintenance costs and the ability to enable

whole communities to benefit from low- and zero-carbon energy sources (in particular those that cannot easily be installed in individual buildings).

We have a track record in developing and using evaluation criteria for monitoring and evaluating government programmes for EST, Carbon Trust and Constructing Excellence. Other government clients include Defra, BIS, Office of Government Commerce (OGC). BRE were one of the expert companies providing hand-holding and training services under the government's Community Energy programme (2001-7) including, for example, the emerging schemes in Birmingham and Aberdeen. BRE has also been active in securing feasibility work supported by the Heat Networks Delivery Unit; we have worked on commissions for a number of local authorities including Oxford City Council and Wiltshire Council. Our resource capacity in this area is provided in Appendix B

Criterion 3: Pricing and Resource Plan

We are pleased to be able to offer a highly qualified and experienced project team all of whom are qualified to degree level as a minimum. Aside from Redacted, who joined BRE in 2012 after graduating, the other team members are all BRE technical experts of many years standing. Redacted the Project Director, responsible for Quality Assurance and Redacted will be Project Manager. Redacted will act as the technical lead for this project and will be the main contract with DECC. Redacted and Redacted will advise on district heating practices and be responsible for liaison with the HN projects. Redacted will provide LCA expertise and Redacted will provide technical support to the project team. CVs for each member of staff are provided in Appendix C. All resources for this project will be sourced in-house.

The following table shows the task allocation between the proposed members of the project team and the associated costs.

The tasks are identified in the delivery section and the staff charges are provided in Annex B.

Criterion 4: Understanding requirements and adding value

BRE understands that the purpose of DECC's low carbon innovation strategy is to identify opportunities and provide targeted support to ensure commercialisation of key technologies by funding innovation activities. The aim is to reduce costs, provide secure and affordable energy while increasing UK business in this area and contributing towards meeting greenhouse gas emission goals and ensuring that carbon budgets are achieved.

The Heat Networks Demonstration project is part of the Small Business Research Initiative (SBRI) which connects public sector challenges with innovative ideas from industry, supporting companies to generate economic growth and enabling improvement in achieving government objectives. Phase 1 of the Heat Networks Demonstration project provided an opportunity for successful applicants to demonstrate the feasibility of their proposed technology and the outputs included a preliminary LCA. Phase 2 will involve demonstrating the technologies selected from phase 1 on existing heat networks or those due for construction by end 2015. The output of this phase will include performance data.

The primary purpose of this tender is to develop an evaluation procedure for projects which are being funded under phase 2 of the HNDC. Specifically, to produce an LCA workbook which can be used by HN projects to carry out LCA analyses that provide the basis for evaluating the carbon and cost benefits on a consistent basis and compared to an appropriate counterfactual situation.

The following flow diagram outlines our proposed approach to achieving the required outputs from the project.

REDACTED

We strongly believe our experience and expertise and our proposed approach to this project offer a number of advantages.

- We have a deep understanding of LCA methods and are familiar with reporting standards which are relevant for this project (e.g., PAS 2050). We are currently advising on the development of

PAS 2080, an LCA based standard for carbon management in infrastructure which encompasses district heating networks. Also, the energy and carbon criteria for the recently launched BREEAM infrastructure scheme use an LCA approach.

- REDACTED.
- Our understanding of the entire construction process, its supply chain, building products and materials, and how construction practice and operational practices may compromise designed energy performance, means that we can identify both the technical and practical barriers to implementing heating technologies and the development of heat networks and ways of overcoming them.
- BRE has extensive experience of communicating and disseminating information to SME's through our involvement in various Government supported initiatives.
- BRE would be happy to participate in any post-completion evaluation studies provided the time commitments are reasonable.

Criterion 5: Management and Delivery

Our proposed delivery plan for this project is outlined in the following Gantt chart. The timings will be reviewed at the scoping/project planning stage and revised if appropriate.

REDACTED

The costs and associated milestone are shown in the following table. We anticipate project meetings to coincide with these milestones with regular email and phone updates as agreed with DECC.

REDACTED

The key challenges for this project and our proposed approach to mitigating them are summarised in the following table:

Risk	**Mitigation**
LCA methodology has inconsistencies	Draw on existing LCA standards. Employ standard reference values, e.g., energy price, carbon factors, and baseline conditions e.g., future heat demand.
Workbook is not appropriate for all projects	Early engagement with HN projects to establish their nature and scope, the types of data that they will provide, and the resources allocated to LCA.
Workbook incompatible with existing project LCAs	Workbook with a central core, fed by sub modules could be tailored or from existing project specific workbooks.
Workbook difficult for HN projects to use	User notes and on-screen annotations. Embed standard reference values and assumptions within workbook e.g., carbon factors and future energy demands Offer email/phone support & face to face meetings where necessary.
Actual/Perceived conflict of interest	Ensure that no staff working on this project are providing advice to bidders and offer confidentiality agreements with HN projects at the outset.
Evaluation criteria proposed are inappropriate	Ensure that proposed evaluation criteria a) reflect the objectives of the DECC heat networks SBRI scheme and b) match with data outputs that will be available from projects.

Appendix D gives information on the general project risks we have identified and our proposed mitigation strategies, whilst Appendix C gives a more detailed description of the management and quality assurance process that we propose to use to ensure the success of this project.

Selection meeting availability:

Please indicate any days or times on **week commencing 06 July** when you will **not** be able to attend a selection meeting in central London.

Key members of the project team are currently availability on all days.

Annex A - Deadline for submission of tenders: **12pm, Friday 26 June 2015**

Declarations (please complete with an ☒ symbol)

	Yes	No
(1) As a supplier I am willing to participate in any subsequent feedback collection or post-completion evaluation processes aimed at those involved in the delivery of the project, for example by DECC evaluation teams, or the National Audit Office.	☒	☐
(2) As a supplier, I understand that I will need to agree certain undertakings with regards to confidentiality, including maintaining confidentiality after the end of this contract, and I will take responsibility for ensuring that any subcontractors are equally bound by these provisions.	☒	☐
(3) As a supplier, I understand that I will be required to refrain in participation in certain other activities during the operation of this contract (for example, advising on the submission of bids, or more widely providing advice to other parties which could give rise to a perception of a conflict of interest), and I will take responsibility for ensuring that any subcontractors are equally bound by these provisions.	☒	☐

Please note that the electronic submissions will be considered as the formal tender offer and will need to be received by **12pm (midday), Friday 26 June 2015.** Tender offers received after the deadline will not be considered.

Annex B – Resource & Pricing structure Template

Summary Pricing Structure

REDACTED							
Project Director							
Project Manager							
Technical Lead							
Technical Support							
LCA Expert							
District Heating Expert							
District Heating Support							
TOTAL Staff							
Other costs							

REDACTED.

Annex C: Conflict of Interest Form

I have nothing to declare with respect to any current or potential interest or conflict in relation to this research (or any potential providers who may be subcontracted to deliver this work, their advisers or other related parties). By conflict of interest, I mean, anything which could be reasonably perceived to affect the impartiality of this research, or to indicate a professional or personal interest in the outcomes from this research.

Signed ……

Name ……

Position …….

OR

I wish to declare the following with respect to personal or professional interests related to relevant organisations*;

- X
- X

Where a potential conflict of interest has been declared for an individual or organisation within a consortia, please clearly outline the role which this individual or organisation will play in the proposed project and how any conflict of interest has or will be mitigated.

- X
- X

Signed ……

Name ……

Position …….

Please complete this form and return this with your ITT documentation - Nil returns **are** required.

***** These may include (but are not restricted to);

- A professional or personal interest in the outcome of this research
- For evaluation projects, a close working, governance, or commercial involvement in the project under evaluation
- Current or past employment with relevant organisations
- Payment (cash or other) received or likely to be received from relevant organisations for goods or services provided (Including consulting or advisory fees)
- Gifts or entertainment received from relevant organisations
- Shareholdings (excluding those within unit trusts, pension funds etc) in relevant organisations
- Close personal relationship or friendships with individuals employed by or otherwise closely associated with relevant organisations
- Other potential conflicts of interest mentioned in the ITT

All of the above apply both to the individual signing this form and their close family / friends / partners etc.

If your situation changes during the project in terms of interests or conflicts, you must notify DECC straight away.

A DECLARATION OF INTEREST WILL NOT NECESSARILY MEAN THE INDIVIDUAL OR ORGANISATION CANNOT WORK ON THE PROJECT; BUT IT IS VITAL THAT ANY INTEREST OR CONFLICT IS DECLARED SO IT CAN BE CONSIDERED OPENLY.

Annex D: Statement of Non-collusion

To: The Department of Energy and Climate Change

1. We recognise that the essence of competitive tendering is that the Department will receive a bona fide competitive tender from all persons tendering. We therefore certify that this is a bona fide tender and that we have not fixed or adjusted the amount of the tender or our rates and prices included therein by or in accordance with any agreement or arrangement with any other person.

2. We also certify that we have not done and undertake not to do at any time before the hour and date specified for the return of this tender any of the following acts:

(a) communicate to any person other than the Department the amount or approximate amount of our proposed tender, except where the disclosure, in confidence, of the approximate amount is necessary to obtain any insurance premium quotation required for the preparation of the tender;

(b) enter into any agreement or arrangement with any other person that he shall refrain for submitting a tender or as to the amount included in the tender;

(c) offer or pay or give or agree to pay or give any sum of money, inducement or valuable consideration directly or indirectly to any person doing or having done or causing or having caused to be done, in relation to any other actual or proposed tender for the contract any act, omission or thing of the kind described above.

3. In this certificate, the word "person" shall include any person, body or association, corporate or unincorporated; and "any agreement or arrangement" includes any such information, formal or informal, whether legally binding or not.

……

Signature (duly authorised on behalf of the tenderer)

……

Print name

……

On behalf of (organisation name)

……

Date:

Appendix A: Relevant Projects

The following table identifies projects which BRE have worked on which demonstrate knowledge and expertise relevant for Life Cycle Assessment and Evaluation of Heat Networks

Project	**Description**
Ofgem calculations and auditing	Providing relevant advice, calculations, auditing and support to Ofgem in relation to ECO, including development of Appropriate Methodologies.
Monitoring savings from CESP	Management of the DECC physical monitoring programme for the dwellings improved under CESP,
Auditing energy efficiency measures for Ofgem	Management and delivery of the physical auditing of domestic energy efficiency measures installed under CESP and CERT for Ofgem
Housing energy efficiency advice programme	Delivery of the Low Carbon Housing Programme on behalf of the Energy Saving Trust (EST)
Energy modelling standards	Development of standards used in energy calculations such as BR443.
Assessing energy products	For private companies putting forward products for ECO and for Energy Suppliers.
Monitoring savings from CESP	Management of the DECC physical monitoring programme for the dwellings improved under CESP
Auditing energy efficiency measures for Ofgem	Management and delivery of the physical auditing of domestic energy efficiency measures installed under CESP and CERT for Ofgem
Housing energy efficiency advice programme	Delivery of the Low Carbon Housing Programme on behalf of the Energy Saving Trust (EST)
Energy modelling standard	Development of standards used in energy calculations such as BR443.
Assessing energy products	For private companies putting forward products for ECO and for Energy Suppliers.
Heat metering	Conducting a heat metering in district heating cost benefit analysis study on behalf of DECC.
GLA heat network advice	Ensuring developers implement the London Plan’s policies requiring heat networks in high density new developments on behalf of the Greater London Authority (GLA).
UK representative IEA heat networks	Representation of the UK in the International Energy Agency (IEA) District Heating and Cooling Research programme on behalf of DECC. Inclusion in related projects promoting low temperature heat networks, thermal storage, 4th generation district heating.
CHPQA heat networks	Provision of technical support to the Combined Heat and Power Quality Assurance (CHPQA) programme conducting certification evaluations and auditing of individual CHP schemes of varying type and capacity e.g. small scale reciprocating engines and large steam turbines.

Project	Description
Heat loss from heat networks	Undertaking research on the performance of heat networks in new build developments and determination of typical heat distribution loss factors.
Feasibility heat networks	Undertaking Heat Network Delivery Unit (HNDU) funded feasibility studies in conjunction with Finnish District heating experts on behalf of local authorities.
Optimisation of heat networks	Participation in EU funded initiatives under the district heating and cooling (DHC+) technology platform. The project collected information about existing barriers to district heating from DH experts including consulting engineers, trade associations, district heating practitioners, and policy makers and provided recommendations for policy makers.
Guidance community heating	Production of best practice guidance documents including the National House Building Council (NHBC) guide to Community heating and CHP.
Heat networks CIBSE committee	Participation in the Chartered Institution of Building Services Engineers (CIBSE) CHP and District Heating Group Steering committee.
Appendix Q	Management of Product Characteristics Database (PCDB) and Appendix Q databases that support SAP/RdSAP, including performance data for Community Heat Networks.
SBEM innovation	Recognition of innovative technologies in SAP/RdSAP and also non-domestic NCM.
Gibraltar cost optimality report	Gibraltar cost optimality report for the Energy Performance of Buildings Directive
Boiler equivalence report	Modelling and analysis of energy savings from the UK stock of heating systems to demonstrate UK compliance with Article 14 of the recast EPBD
Article 5 Energy Efficiency Directive	Assessment of the energy savings potential in the existing stock of Government Buildings
Domestic and non-domestic TINA	Technology Innovation Needs Assessment studies (TINAs) for domestic and non-domestic buildings to identify energy and carbon saving innovations
Policy Impact Assessment studies	e.g., Improving the energy performance of existing buildings in Scotland

Appendix B: BRE Resource Capacity

REDACTED

Appendix C: Curriculum Vitae for the proposed project team

REDACTED

Appendix C: Contract management and quality issues

BRE operates in accordance with our management system which is approved to BS EN ISO9001:2008. We have policies and procedures in place to enable us to avoid all conflicts of interest. Our project team includes a senior director who will provide quality assurance for this project and will ensure the successful delivery of the programme of work for this project.

In particular we will ensure that all staff working on the project are free from any involvement activities which might influence their decisions, and that they treat all information provided by the Phase 2 project in strictest confidence. Should any potential, or perceived, conflict of interest be identified we would alert DECC at the earliest opportunity and identify an appropriate solution (e.g., remove staff member from project team)

We propose to employ the project management and quality assurance procedures provided in our Framework submission to ensure the successful delivery of this project. These procedures are reproduced below.

C.1: Quality Assurance

We will be committed to providing DECC with independent, authoritative, practical advice of the highest quality for this project.

To this end:

- We will comply with all relevant statutory and regulatory requirements.
- We will work only in areas in which we have expertise, and this is supported by thorough knowledge and access to all relevant source documents.
- We operate in accordance with our management system which is approved to BS EN ISO9001:2008.
- Our procedures and administration are non-discriminatory, administered in a non-discriminatory manner.
- Our policies and procedures enable us to avoid all conflicts of interest between our activities and those of other businesses within the BRE Group so as to enable us to preserve our impartiality. We will not engage in activities that may endanger our clients' confidence in our independent judgement and integrity.
- We make all efforts to ensure that all staff are free from any commercial, financial and other pressure which might influence our decisions.
- In addition to scheduled meetings with our clients, we will regularly solicit their views on our performance as part of a process of continuous self-improvement.

C.2: Quality Plan

We will prepare a specific Quality Plan for each project delivered through the framework contract. This will define the means by which the services we provide are fit for purpose. We confirm that we will comply with the DECC Code of Practice for Research.

Quality Register

We will prepare and maintain a Quality Register for each project. It will be used to summarise all the quality management activities that are planned or have taken place, and provide information for reports. The register will be available for review by DECC.

The Registers will typically have the following format and will be kept up to date by either the Project Manager or the Deputy Project Manager.

QA activity ref	Activity	Reviewer	Approver	Target review date	Actual review date	Target approval date	Actual approval date	Result	Further action

Notes:

- 'QA activity ref' = unique activity identifier
- 'Activity' = typically, a review of either a constituent part or the whole of a deliverable prior to release
- Reviewer = member of the QA team
- Approver = for example, Project Director, Project Manager or Deputy Project Manager. Approvers will not approve work/outputs they have been directly involved in.
- Result = Pass/fail

C3: Independence and impartiality

Our core values are:

- Independence and scientific objectivity.
- Maximising benefit to our clients.
- Making a difference.
- Doing the right thing.

These values ensure that we remain independent and impartial. As a research and education charity for public benefit, the BRE Trust (the owner of BRE) has as its overriding activity '*to commission and support research, education, innovation and communication in science, engineering, economics, management and information technology connected with the built environment'*.

The Trust uses its assets to carry out this activity (and is forbidden by law to use its assets in any other way). It employs the income and reserves resulting from the gift-aid received from its subsidiary companies to fund PhD scholarships, research chairs at university centres of excellence plus research and education projects. And as the owner of BRE - the UK's principal built environment research organisation - the Trust uses this unique resource to assist in the delivery of its charitable objectives.

All staff are given training in professional conduct, and required to adhere to our Code of Conduct. This gives guidance in areas including the maintenance of competence and skills; paying due regard to safety and wellbeing of others; acting with integrity; and the avoidance of conflicts of interests and situations that may give rise to perceived conflicts of interest.

C4: Contract Management

C4.1 Variations to work programmes

Variations proposed by DECC to the scope or content of the Projects shall be confirmed in writing to the Project Manager. The Project Manager will have the responsibility to communicate this to the relevant members of the project team. If necessary, the Contract and Quality Plan will be amended accordingly.

Variations proposed by BRE to the scope or content of the Projects and items requiring prior approval shall be communicated by the Project Manager in writing to DECC. The variations shall be incorporated into the work programme following written confirmation to the Project Manager that the proposed amendments are acceptable to DECC.

Completed approvals records shall be held on file in hard copy by BRE.

C4.2: Deliverables

Deliverables will be as agreed between DECC and BRE, for each project. The progress made on their delivery will be shown in progress reports, which are also deliverables.

The Project Manager will be responsible for the timely delivery of outputs of a quality which DECC has confirmed meets its needs and which are technically robust, policy aware, and within agreed budget.

C4.3: Project work progress

The main method of informing DECC of the progress of project work will be through the progress reports whose content, format and level of detail will be confirmed with DECC at the beginning of the project. Other communication arrangements will also be agreed at the outset. We envisage that progress reports will focus upon:

- Progress in terms of time and budget against plan
- Changes to any of the three registers
    - Issues [eg requests for change, off specification, problems/concerns]
    - Quality
    - Risks

C4.4: Contract and project documentation

The Project Manager will be responsible for ensuring the systematic storing of electronic and paper files of all project documentation, and making available to DECC, on request, any document/file relating to work undertaken as part of the contract. The project documentation includes:

- Contract management/administration documents, i.e.:
  All requests and replies for changes in contracts, invoicing matters, milestone reports,

progress reports on deliverables, notes on progress and review meetings, complaints, consequential actions, etc.

- Day to day communications and working documents, i.e.
  All communications and working documents undertaken in the course of this contract shall be systematically filed, electronically or as paper copies. This will include reports, working papers, correspondence, briefings, minutes of meetings, reports of significant telephone conversations, etc.

All individual items of project documentation shall be in files that are appropriately marked with the Contract Number and relevant dates. They shall be collectively and systematically stored (archived) to enable easy retrieval by task and deliverable. Unless otherwise agreed, all records concerning projects carried out under this contract shall be retained by BRE for the full period of the contract.

C4.5: Information exchange with DECC

Exchange of information will be by meetings, telephone, post, email, fax and telephone. Copies of all deliverable reports will be provided as an electronic copy emailed to DECC, and where required, paper copies will be supplied to DECC.

C5: Security and confidentiality of data

We confirm compliance with the DPA, registration reference Z4827934. We have a detailed Information Security Management Policy in place that provides an overarching framework, and a commitment of undertaking, to apply information security controls throughout BRE, to provide protection from internal and external security threats and to establish clear responsibilities for information security. The policy can be provided if required. We are currently seeking certification for ISO27001. We also have procedures in place that cover Control of Documents (including project documents) and Control of Records (including record retention and disposal), that can also be made available if required.

Our procedures include the following:

Procedures for storing both physical and system data: System data is stored on networked file and database servers. It is not permitted to store data on Personal computers. Procedures are in place for physical data storage.

Data back-up procedures: The systems are backed up according to the BRE backup policy. We run two Data Centres with the information synchronised between the two every 15 minutes. A backup is taken off site daily.

Procedures for the destruction of physical and system data: Our IT dept disposes of all electronic media according to the WEEE guidelines. Shredders are available for the secure destruction of CDs and DVDs. Procedures are in place for the disposal of physical data.

How data is protected: Access to system data is controlled by password according to group policies deployed within BRE. Passwords are renewed according to the BRE password policy.

Data encryption software used: No data is encrypted unless specifically required by clients.

Use of laptops and electronic removable media: Laptop access is password protected. The use of removable media is not approved in BRE.

Details of person/s responsible for data security: In terms of overall responsibilities, the Finance Director is the BRE Group board member who has over all e=responsibility for information security.

The Information Systems (IS) Director has been given responsibility for developing and implementing The Policy on behalf of the board.

Policies for unauthorised staff access or misuse of confidential/personal data: These areas are covered in our Grievance and Disciplinary procedures.

Policies for staff awareness and training of DPA: All new staff undergo induction training on their first day of BRE employment. Additional on line documentation is available on the BRE IT Knowledge base.

Physical security of premises: BRE Garston is a restricted access site, with only two points of entry. Security guards are on site at all times, and there is on-going CCTV monitoring.

How research respondents will be made aware of all potential uses of their data: We will address this issue with DECC according to project requirements. This will be considered either at the project proposal stage or at the project inception meeting.

Project Specific Procedures: Regarding security of electronic data, the Project team will follow general BRE policy and procedures. The Project Manager will be responsible for ensuring that the security of data policy is adhered to by all project team staff, including any contracted staff. All DECC electronically filed documents will be:

- Backed-up according to BRE Trust's internal procedures/ recommendations, i.e. 'Quick guide to using the BRE Desktop and Laptop backup facilities' – copy available on request. Currently, centrally stored files are backed up each working day, and working files held on PCs and laptops should be backed up at least weekly.
- Password protected as individual documents and/or held on servers/hard drives whose contents are generally only available to the project team whose passwords change at least every three months. Laptops containing project information will be password protected. Memory sticks will be similarly protected where appropriate.

Regarding items of particular confidentiality, e.g. items subject to legal proceedings, then DECC shall inform the Project Manager in writing of necessary additional confidentiality and security arrangements. It is for the Project Manager to communicate these agreed measures to all relevant staff and ensure they are adhered to.

C6: Performance review and reporting

The Project Director will seek a discussion with DECC around the midpoint of projects, specifically to review contract performance and to ensure that DECC's requirements are being met. This will also inform BRE's own staff review process.

C6.1: DECC complaints

Complaints relating to the operation of the contract can be made in writing, fax, e-mail or by telephone and should be directed to the Project Manager first, when the following steps will be taken:

- The complaint will be recorded and placed on file.

- It will be resolved as soon as is practically possible.
- The root cause of the complaint will be determined and the appropriate action determined to ensure that the cause for complaint does not reoccur. DECC will be informed of this and the matter discussed with them.
- Any action required will be implemented.
- The Project Director will be informed and will review all corrective actions taken.

C6.2: Staff resource planning

The responsibility for planning resource availability for each Project will be with the Project Manager. Project team members will be expected to identify any resource related problems to the Project Manager at the earliest possible date.

C6.3: Staff competence and training

The Project Manager will:

- Select and confirm the names of individuals responsible for specific Projects under the framework, in consultation with DECC and the Project Director.
- Ensure that only suitably qualified and trained staff are employed and that they are adequately supported/mentored.
- Ensure that the staff working on Projects are aware of the importance and relevance of their work, and hence how they contribute to the achievement of the quality objectives.

C7: Project organisation, staffing and responsibilities

The staffing, activities and responsibilities will involve the following:

C7.1: The Project Director

We will appoint a senior member of staff to the role of Project Director to maintain an overview of projects and performance and in particular:

- Receive copies from the Project Manager of the quality plan and approve it. Thereafter ensure that the quality plan is carried out and that the quality objectives are met.
- Review the quality plan to ensure its continuing suitability, adequacy and effectiveness, and assess opportunities for improvement.
- Receive copies from the Project Manager of the progress reports.
- Receive written copies of any DECC complaints and the Project Manager's analysis and recommendations for actions as agreed with DECC, and ensure these are carried out.
- Agree with the Project Manager the staffing for the Project, and any changes to the staffing and for what reasons.
- Discuss at least annually with DECC, either in a meeting, or over the telephone or by email, BRE performance under the framework, and any issues DECC wish to raise.

C7.2: The Project Manager:

The Project Manager, or, when appropriate, the Deputy Project Manager, will:

- Ensure that only suitably qualified and trained staff are employed on the project, that they fully understand their responsibilities and authorities and that they have the opportunity for development and a variety of work experience.
- Monitor the quality and timeliness of the outputs and take overall responsibility for the satisfactory delivery of the project.
- Act as primary contact point between DECC and BRE, and agree variations to the contract;
- Write progress reports and ensure that they are:
  - Delivered within agreed timescales and
  - The achieved work programme addresses the Project requirements as set out in the Contract and agreed documents;
- Ensure that invoices and supporting documents are accurate and according to the contract, and that they are delivered in a timely manner and to DECC's satisfaction.
- Ensure that the Project Quality Plan is implemented.

C7.3: Project Staff:

Project Staff will:

- Be given delegated day to day responsibility for complete Tasks or substantial sub-tasks with call on support and advice from the Project Manager on matters that they are unfamiliar with, or believe to be beyond their current competence to decide.
- Inform the Project Manager of issues that they foresee may cause problems with the work, the project as a whole, or the best interests of DECC. Issues include possible delays in achieving the task on time and within resources, intelligence information that could affect future actions of the DECC and so on.
- Support other members of the team on other Tasks
- Provide the Project Manager with information for inclusion in the progress reports.

C8: Key Performance Indicators and monitoring the quality of the service

We will monitor and evaluate the quality of the service we provide in accordance with BRE's Quality Management system which is certified to meet ISO9001:2008. This certification demonstrates our ability and commitment to consistently monitor and provide services that meets clients' requirements (inclusive of any relevant statutes and regulations, if applicable).

We would expect to conduct this monitoring principally through the progress reports and meetings with DECC. Progress reporting will focus upon: Issues; Changes to the Risk Register; Milestones and Deliverables. In addition, BRE's Management and Quality Department monitor and evaluate the quality of service through customer feedback process and internal audit programmes. Qualified auditors carry out internal audits to planned programmes across all areas of the business to ensure that quality of service is being continuously achieved.

BRE's Customer Satisfaction process applies to all projects. We ask customers for in-depth feedback – through structured questionnaires and face-to-face reviews - on how well we met their needs, levels of service, value for money, timeliness, quality of communication, staff helpfulness etc. The process enables us to monitor and measure results whilst also seeking crucial opportunities for improvements. All results are monitored by our Quality Assurance team and reported to top management. Furthermore, results are included in the mandatory six monthly 'QMS Management Review' which is subject to surveillance by LRQA to ensure we continuously meet our clients' requirements in adherence to our ISO 9001:2008 certification.