**Specification for Facilitation of working groups to enable a sectoral approach to the fourth UK Climate Change Risk Assessment**

Tender Reference Number: SW-0523

**Specification of Requirements**

Invitation to Tender for **Facilitation of working groups to enable a sectoral approach to the fourth UK Climate Change Risk Assessment**

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Deadline for Tender Responses: 5pm 1st June 2023

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# 1 Background

**The Climate Change Committee**

The Climate Change Committee (CCC) was set up as part of the Climate Change Act. The CCC is an independent body that advises both on reducing emissions in the UK and adapting to climate change in the UK.

The CCC’s full range of past reports are available here:

[http://www.theccc.org.uk/reports/.](http://www.theccc.org.uk/reports/.%C2%A0%20HYPERLINK%20%22http:/www.theccc.org.uk/reports/.%C2%A0)

**The UK Climate Change Risk Assessment**

Under the Climate Change Act 2008 (section 57), an assessment of the risks facing the UK from the current and predicted impact of climate change is required every 5 years. The CCC is responsible for providing independent advice to the UK Government to inform that assessment.

In summer 2021, the Committee provided its advice to the UK Government on the risks and opportunities facing the UK from current and future climate change as part of the third Climate Change Risk Assessment (CCRA3). This was summarised in its [Independent Assessment of UK Climate Risk](https://www.ukclimaterisk.org/#:~:text=What%20is%20the%20Independent%20Assessment%20of%20UK%20Climate,and%20opportunities%20facing%20the%20UK%20from%20climate%20change.).

The Committee’s advice on the fourth UK Climate Change Risk Assessment (CCRA4) is due for completion by June 2026. CCRA4 will aim to assess climate change risks to the UK using a more holistic, sectoral approach than previous CCRAs, so that the interactions between risks and the co-benefits of different adaptation actions may be better understood.

In particular, the outputs of CCRA4 will include a ‘Well-adapted UK’ report that will aim to synthesise in-depth, systemic assessments of the risks to key areas of the economy and society, as well as the interdependencies and cross-cutting interventions between these, bringing together a strategic case for adaptation action. We intend to base these systemic assessments on tailored, in-depth and quantitative modelling commissioned by the CCC, as well as the wider published evidence base.

To ensure that the outputs of these assessments - and hence the outputs of CCRA4 - are as useful as possible for the priority audience of Government stakeholders and decision makers, the specifications for the modelling will be co-developed with these stakeholders. By tailoring the research to end-user and decision-maker need, CCRA4 aims to be well placed to drive adaptation action. The co-development of the outputs and evidence base will continue throughout the CCRA4 cycle, but the first step is to build an initial understanding of stakeholder priorities and where the proposed in-depth, systemic assessments can add most value and how. In particular, this first phase of engagement with stakeholders will help to inform the topics and sectors that will be the focus of tailored modelling projects going forwards, by highlighting where such research would be feasible and where it would add most value for driving adaptation action.

# 2 Aims and Objectives

We are seeking to commission the facilitation of working groups composed of primarily government, and some non-government, stakeholders and themed around different areas or sectors that require adaptation. These groups will work to build an initial, qualitative picture of relevant climate risks and policy-relevant adaptation interventions, whilst accounting for cross-cutting links and interactions between them.

Ultimately, insights drawn from these working groups will inform the decision on which areas would most benefit by being the subject of the tailored modelling projects described above. The aim of the working groups is to indicate how this in-depth analysis might contribute to understanding the risks and potential adaptation actions within these sectors, and hence inform the specification for these projects.

For each working group, the key tasks in this project will be:

1. Build a shared understanding of high-level, qualitative objectives for the group’s area of interest, and how these might influence, or be influenced by, broader policy priorities and societal changes, now and in the future.
2. Develop a shared understanding of the key climate hazards facing the sector and the risks and opportunities climate change poses for achieving the agreed objectives, as well as possible approaches and metrics for tracking the impacts of climate change on the sector.
3. Identify factors relating to the climate hazard, risk exposure and population/asset vulnerability that may influence the level of climate change impacts on the sector now and in the future.
4. Build consensus around a high-level vision for what resilience to climate change would look like and an understanding of the outcomes successful adaptation would deliver in the group’s area of interest. Work with stakeholders to identify key leverage points in the sector where actions could be taken to meet this vision of resilience and highlight adaptation interventions that could be taken at these points, as well as the relevant decision timescales for these interventions.
5. Make recommendations which identify the sectors and achievable research questions that might benefit from further tailored analysis for CCRA4.
6. Make recommendations for any areas that might benefit from discussion at further (optional) workshops.

Further details on what each task should entail is listed below. Throughout these tasks, interactions and interdependencies between the sectoral working groups should be accounted for and possible metrics for quantifying impacts and changes relating to climate change and adaptation in the sectors should be identified.

# Methodology

The CCC will identify representatives from organisations who would be suitable candidates for joining the working groups prior to the beginning of this contract. Suggestions for additional attendees from the successful bidder will be welcomed. It is anticipated that each working group should have between 10 and 20 members and these will span government stakeholders across the four nations of the UK, with some additional members from outside government as well.

The themes and scope of the different working groups will be agreed with the CCC at the kick-off meeting. An initial proposal for workshop themes is:

1. **Nature and working lands &** **seas** - the UK’s terrestrial, freshwater and marine biodiversity and habitats, as well as agriculture, forestry and fisheries.
2. **Transport** - road, rail, ports and airports.
3. **Health** - health risks from climate change including overheating, vector-borne disease and delivery of healthcare during extreme weather.
4. **Energy, telecoms and IT** – the electricity system, gas networks, novel sources (e.g. hydrogen) as they develop and ICT infrastructure including data centres and networks.
5. **Water** - public and business water supply.
6. **Business and finance** – including domestic and international supply chains, business sites and assets, access to capital and productivity impacts. Also, adaptation of the financial system so it can support the economy in adaptation investment.
7. **Buildings, towns, cities and communities** - settlement and building scale issues (inc. retrofit, newbuilds, urban planning, flood defences and public sector buildings like prisons and schools) as well as community preparedness and cultural heritage.
8. **Food** - food supply chains (domestic and international) and the vulnerability of society to climate related food disruption.

We welcome suppliers’ suggestions for how the working groups could be run and structured to complete the tasks listed above. **For this project, we require a certain minimum number of essential workshops and also request quotes for some additional, optional workshops:**

* Essential – 2 workshops per working group
* Optional – up to 5 additional workshops in total (not per working group), topics and attendees to be agreed with the CCC.

Due to time constraints, it is essential that two workshops per working group are completed by the end of July 2023. Up to five optional, additional workshops in some areas may be required in September 2023 subject to recommendations from the supplier and a decision from the CCC following the first two sets of workshops.

We anticipate that each workshop should last no longer than half a day. One possible approach would be to run one workshop focusing on tasks 1 and 2 and a second workshop focusing on tasks 3 and 4, but we also welcome bidder’s suggestions for how the tasks should be structured. The use of pre or post-workshop tasks could also be used to collect the necessary information to complete the tasks. The CCC will provide attendees lists and pre-workshop briefing materials to attendees ahead of the first workshop to ensure a quick start is possible following kick-off and that workshop discussions are not starting from a blank page.

Individual workshops should be hybrid or virtual. Bidders should explain what methods or technology they expect to use to effectively facilitate in this setting and whether any additional engagement outside the workshops such as surveys will be used. Some flexibility will be required so that the structure of each workshop can be informed by previous ones, for example, changes to the attendees list may be required and there may be different emphasis on the different tasks for each working group. The CCC will provide background material to familiarise workshop attendees with the project prior to the first workshop. Following each workshop, the successful bidder will need to produce a synthesis paper for each working group, summarising the discussion that has taken place and providing a common understanding to feed into subsequent workshops.

Throughout all the tasks, bidders must ensure that links, overlap and interactions between working groups are identified and accounted for by the methodology. In particular, the level of dependence between different sectors should be characterised and common risks or adaptation actions across sectors should be noted. This should also capture the potential for any cascading risks resulting from the impacts of one sector on another and, where possible, some insight into the potential social and economic effects of this. Any gaps where key areas for climate adaptation are not covered by a working group must also be identified.

**Task 1:** *Build a shared understanding of high-level, qualitative objectives for the group’s area of interest, and how these might influence, or be influenced by, broader policy priorities and societal changes, now and in the future.*

This task seeks to agree very high-level, qualitative objectives for each sector.

Consideration should be given as to how the objectives might influence, or be influenced by, broader government priorities and societal changes, such as reaching net zero emissions by 2050. Bidders should specify how they will facilitate a discussion that is able to reach broad consensus within the required timeframe given the wide range of interests and stakeholders involved and the different policy landscapes across the devolved administrations of the UK.

For illustration, relevant objectives could include decarbonisation in line with net zero targets and security of energy and food supplies.

**Task 2:** *Develop a shared understanding of the key climate hazards facing the sector and the risks and opportunities climate change poses for achieving the agreed objectives, as well as possible approaches and metrics for tracking the impacts of climate change on the sector.*

This task aims to identify how climate hazards will affect the achievement of the agreed objectives, now and under future climate change. The range of climate hazards and scenarios to be considered will be agreed with the CCC at the kick-off meeting. As well as identifying which hazards are of greatest concern for each group, the key impacts of these hazards and possible metrics for quantifying these should be discussed. The risks identified in the [UK’s third climate change risk assessment (CCRA3)](https://www.theccc.org.uk/publication/independent-assessment-of-uk-climate-risk/) could be used as a starting point for this task. This task should focus on the interaction of the hazards with the objectives for the sector identified in task 1.

As above, the successful bidder will need to manage the working groups to capture a range of views and ensure the conversation is not dominated or derailed by any single perspective. Facilitation will also need to account for the fact that different stakeholders may have different levels of knowledge and experience in the climate risk and adaptation space.

To illustrate, for buildings, one of the key hazards might be heatwaves. For a heatwave, the outcome might be high temperatures inside the building leading to health impacts. A relevant metric might be the percentage of buildings where internal temperature exceeds a certain threshold by geographical area.

**Task 3:**  *Identify factors relating to the climate hazard, risk exposure and population/asset vulnerability that may influence the level of climate change impacts on the sector now and in the future.*

This task aims to identify which factors relating to hazard, exposure and vulnerability are likely to exacerbate or mitigate the impacts of climate change on the sector. As in the other tasks, key metrics that could be used to track these aspects should be identified. The discussion should aim to capture which of these metrics, or the underlying data, already exist, how effectively they are used and communicated and what improvements could be made to the data landscape to support more effective action. The successful bidder will need to agree the scope of this task with the CCC ahead of the workshops and ensure that the discussion does not stray out of scope.

Continuing with the example of buildings, a heatwave combined with a drought may have worse impacts than a heatwave alone, certain types of building may be more vulnerable to overheating than others and buildings in urban locations may be more exposed due to urban heat effects.

**Task 4:** *Build consensus around a high-level vision for what resilience to climate change would look like and an understanding of the outcomes successful adaptation would deliver in the group’s area of interest. Work with stakeholders to identify key leverage points in the sector where actions could be taken to meet this vision of resilience and highlight adaptation interventions that could be taken at these points, as well as the relevant decision timescales for these interventions.*

This task aims to identify points in the sector where action could be taken to reduce risk in line with a shared vision of successful adaptation. The [CCC’s adaptation monitoring framework](https://www.theccc.org.uk/publication/ccc-adaptation-monitoring-framework/?chapter=3-how-we-monitor-progress-on-preparing-for-climate-change#a-monitoring-maps) may be used as a starting point for developing a vision and outcomes. The outcomes should aim to capture what is needed for resilience of the priority assets, supply chains and processes in line with the sector objectives.

Where possible, points where interventions are likely to have the greatest positive effect across the entire sector should be identified. Possible actions at these points should also be identified with the working groups, as well as any relevant metrics and barriers to implementing change and building adaptive capacity. Stakeholders should be encouraged to consider the costs and benefits (both monetary and more broadly) associated with implementing actions at leverage points, as well as the relevant lead times, lifetimes and any other timescales associated with implementation. The CCRA is a national level risk assessment and hence consideration of leverage points at the national level will be important. However, in many cases, interventions may need to be applied locally and so bidders should consider how an interest in a range of spatial scales might be managed in the discussions and agree an approach to this with the CCC at kick-off. It would be useful to understand where stakeholders perceive the greatest benefits and ‘easiest wins’ to be for prioritisation.

Suggestions for possible metrics to measure the success of these outcomes should be solicited from the group. These metrics could build on the ‘indicators’ used in the [CCC’s adaptation monitoring framework](https://www.theccc.org.uk/publication/ccc-adaptation-monitoring-framework/?chapter=3-how-we-monitor-progress-on-preparing-for-climate-change#a-monitoring-maps) or be broader, giving an idea of how resilience is currently measured within the sector and how it might be in the future.

Any common leverage points or cross-cutting interventions across sectors should be explicitly identified and bidders should outline how they plan to approach this. Infographics such as systems maps outlining the resilience, risks and intervention points within sectors as well as links between sectors could be used to report on these discussions.

**Task 5:** *Make recommendations which identify the sectors and achievable research questions that might benefit from further tailored analysis for CCRA4.*

The findings from tasks 1-4 should be used to produce a set of targeted recommendations for which sectors, or areas within those sectors, should be prioritised for commissioning further, detailed modelling projects to inform CCRA4 outputs. Where possible, recommendations should also advise on areas suited to further qualitative research, such as possible areas where case studies could demonstrate effective adaptation. This prioritisation should consider where further research could add the most value in driving adaptation action, as well as feasibility, and be based on the views of the working group stakeholders. These recommendations should be developed in consultation with the CCC to ensure any other criteria for prioritising sectors for additional research in CCRA4 are taken into account.

**Task 6:** *Make recommendations for any areas that might benefit from discussion at further (optional) workshops.*

Following the completion of two workshops per working group, bidders must submit recommendations in writing to the CCC if there are any areas that would benefit from an additional workshop. For example, if there are gaps or links between sectors that have not been sufficiently explored or additional complexities have arisen in some areas. The CCC will then come to a decision as to whether up to five additional workshops are required and in which areas. These additional workshops will take place in early September if required.

# Outputs Required

The outputs of the work should include:

* **A report,** of no more than50 pages, setting out the scope of the work, assumptions and methodology, and a summary of the findings for each sector and the recommendations made as part of task 5.
* **A short paper synthesising workshop findings** to be circulated to attendees after each meeting. This must set out a summary of the discussion including points of consensus or disagreement as well as a list of possible metrics identified. It should also highlight any links with other working groups and use infographics such as system mapping where appropriate. This synthesis should be possible to use as a base for discussion at subsequent workshops for each sector.
* **Recommendations for further, optional workshops** if needed. If it is felt that some areas have not been sufficiently explored after two workshops, the rationale for up to five further workshops should be submitted in writing for the CCC’s consideration.

Where excel workbooks are used these should be shared and fully unlocked.

We envisage that bidders may need to make use of pre-existing knowledge to enable delivery and welcome this. However, this should not limit the transparency of approaches used in this project and all outputs should be provided in a publishable format. In the event of any limitations on sharing (e.g. in wider sharing beyond the CCC), these should be specified as part of the tender.

In addition to the above, we also expect interim deliverables to be required, including slide packs for the purposes of milestone meetings.

# Ownership and Publication

The key deliverables will be handed over to the CCC, who may choose to publish these as supporting evidence on their website. Spreadsheets should be open access and unrestricted, to enable full QA of results and assumptions.

# Quality Assurance

This project must comply with the [‘CCC – Quality Assurance of Evidence and Analysis’ guidance](https://www.theccc.org.uk/wp-content/uploads/2013/02/Quality-Assurance-interim-guidance.pdf)1 and bidders must set out their approach to quality assurance in their response to this ITT.

All research tasks and modelling must be quality assured and documented. Contractors should:

* Include a quality assurance (QA) plan that they will apply to all of the research tasks and modelling,
* Specify who will take lead responsibility for ensuring quality assurance and ensure that this responsibility rests with an individual not directly involved in the research, analysis or model development,
* Provide QA log to demonstrate the QA undertaken, including who undertook the QA and the scope, type and level of QA that has been undertaken (e.g. a log entry only stating ‘the data was checked’ will not be sufficient),
* Allow for a meeting with CCC staff to run through QA performed.

Sign-off for the quality assurance must be done by someone of sufficient seniority within the contractor organisation to be able take responsibility for the work done.  Acceptance of the work by the CCC will take this into consideration. The CCC reserves the right to refuse to sign off outputs which do not meet the required standard specified in this invitation to tender.

The successful bidder will be responsible for any work supplied by sub-contractors and should therefore provide assurance that all work in the contract is undertaken in accordance with the quality assurance expectation agreed at the beginning of the project.

# Timetable

The proposed timetable for the project is set out in the following table.

|  |  |
| --- | --- |
| **Date** | **Action** |
| w/c 12 June | Kick-off meeting |
| w/c 31 July | Interim report on progress and delivery of recommendations for any further workshops following completion of two workshops |
| w/c 4 September | Dates for optional third workshops if agreed by CCC. Latest delivery of final report if optional workshops are not required |
| w/c 18 September | Latest date for delivery of final report if optional workshops are required |

We anticipate that a large number of stakeholders and colleagues will be on leave in August so workshops should not be arranged to take place then. For the same reason, the essential workshops should be completed as early as possible in July.

In addition to the formal reporting points, the CCC would expect to have regular scheduled discussions (meetings or calls) to ensure the work is progressing as expected. It is expected a more detailed timeline would be proposed in bids documents and agreed with the CCC at the kick-off meeting.

# Challenges

The specific challenges that the CCC envisage with this project include:

* Building consensus given the diverse range of stakeholder views and different levels of knowledge and experience.
* Delivering a large number of high-quality workshops and associated materials in a short timeframe.
* Understanding a broad range of perspectives and issues across sectors and hence communicating with stakeholders appropriately.
* Managing the scope of the different working groups so that discussion remains focused but not siloed, with links between the groups being identified.

Bids should set out how these risks will be managed alongside any other risks and challenges to successfully undertaking this work.

The successful contractor will be expected to identify one named point of contact through whom all enquiries can be filtered. A CCC project manager will be assigned to the project and will be the central point of contact.

# Ethics

All applicants will need to identify and propose arrangements for initial scrutiny and on-going monitoring of ethical issues. The appropriate handling of ethical issues is part of the tender assessment exercise and proposals will be evaluated on this as part of the ‘addressing challenges and risks’ criterion.

We expect contractors to adhere to the following GSR Principals:

1. Sound application and conduct of social research methods and appropriate dissemination and utilisation of findings
2. Participation based on valid consent
3. Enabling participation
4. Avoidance of personal harm
5. Non-disclosure of identity and personal information

# Working Arrangements

The successful contractor will be expected to identify one named point of contract through whom all enquiries can be filtered. A CCC project manager will be assigned to the project and will be the central point of contact.

# Skills and experience

The CCC would like you to demonstrate that you have the experience and capabilities to undertake the project. Your tender response should include a summary of each proposed team members experience and capabilities.

For this project, the project team should have experience and knowledge of climate risk and adaptation as well as experience of facilitating complex discussions involving a range of stakeholders and viewpoints. Additionally, some knowledge of the sectors under consideration is desirable.

Contractors should propose named members of the project team and include the tasks and responsibilities of each team member. This should be clearly linked to the work programme, indicating the grade/ seniority of staff and number of days allocated to specific tasks.

Contractors should identify the individual(s) who will be responsible for managing the project.

# Consortium Bids

In the case of a consortium tender, only one submission covering all of the partners is required but consortia are advised to make clear the proposed role that each partner will play in performing the contract as per the requirements of the technical specification. We expect the bidder to indicate who in the consortium will be the lead contact for this project, and the organisation and governance associated with the consortia.

Contractors must provide details as to how they will manage any sub-contractors and what percentage of the tendered activity (in terms of monetary value) will be sub-contracted.

If a consortium is not proposing to form a corporate entity, full details of alternative proposed arrangements should be provided. However, please note CCC reserves the right to require a successful consortium to form a single legal entity in accordance with Regulation 28 of the Public Contracts Regulations 2006.

CCC recognises that arrangements in relation to consortia may (within limits) be subject to future change. Potential Providers should therefore respond in the light of the arrangements as currently envisaged. Potential Providers are reminded that any future proposed change in relation to consortia must be notified to CCC so that it can make a further assessment by applying the selection criteria to the new information provided.

# Budget

The budget for meeting the **essential elements** of this project is up to £80,000 excluding VAT. We ask that bidders submit an additional budget estimate for the **optional elements**, which should be agreed with the CCC in a second stage.

Contractors must provide a full and detailed breakdown of costs (including options where appropriate). This should include staff (and day rate) allocated to specific tasks. **This breakdown must separately and clearly lay out the costs for the essential and optional elements of this project.** Any significant discrepancies between costings for similar optional and essential tasks should be explained.

Cost will be a criterion against which bids will be assessed. In doing this, we will assess the **combined budgets** for developing both the essential and optional elements of the project.

Payments will be linked to delivery of key milestones. The indicative milestones and phasing of payments can be adjusted and agreed with the contractor and Project Manager. Please advise in your tender response how this breakdown reflects your usual payment processes.

In submitting full tenders, contractors confirm in writing that the price offered will be held for a minimum of 60 calendar days from the date of submission. Any payment conditions applicable to the prime contractor must also be replicated with sub-contractors.

The Committee on Climate Change aims to pay all correctly submitted invoices as soon as possible with a target of 10 days from the date of receipt and within 30 days at the latest in line with standard terms and conditions of contract.

# Evaluation of Tenders

Contractors are invited to submit full tenders of no more than 20 pages, excluding declarations and CV’s. Tenders will be evaluated by at least three CCC staff.

The CCC will select the bidder that scores highest against the criteria and weighting listed below, see the ITT for further information.

**EVALUATION CRITERIA AND SCORING METHODOLOGY**

|  |  |  |
| --- | --- | --- |
| Criterion | Description | Weighting |
| 1 | RELEVANT EXPERIENCE / DEMONSTRATION OF CABABILITY | 20% |
| 2 | MANAGING YOUR RELATIONSHIP WITH THE CCC | 5% |
| 3 | QUALITY ASSURING THE SERVICES YOU PROVIDE | 10% |
| 4 | MANAGEMENT STRUCTURE | 5% |
| 5 | PROJECT TEAM – SKILLS AND KNOWLEDGE | 20% |
| 6 | METHOD, ABILITY AND TECHNICAL CAPACITY – 10% | 20% |
| 7 | UNDERSTANDING OF REQUIREMENTS | 10% |
| 8 | RISK AND CHALLENGES | 10% |
|  |  | 100% |

**Scoring Method**

Tenders will be scored against each of the criteria above, according to the extent to which they meet the requirements of the tender. The meaning of each score is outlined in the table below.

The total score will be calculated by applying the weighting set against each criterion, outlined above; the maximum number of marks possible will be 100. Should any contractor score 1 in any of the criteria, they will be excluded from the tender competition.

|  |  |
| --- | --- |
| **Score** | **Description** |
| 1 | Not Satisfactory: Proposal contains significant shortcomings and does not meet the required standard |
| 2 | Partially Satisfactory: Proposal partially meets the required standard, with one or more moderate weaknesses or gaps |
| 3 | Satisfactory: Proposal mostly meets the required standard, with one or more minor weaknesses or gaps. |
| 4 | Good: Proposal meets the required standard, with moderate levels of assurance |
| 5 | Excellent: Proposal fully meets the required standard with high levels of assurance |

**Scoring for Pricing Evaluation**

Price will be marked using proportionate pricing. Please see the example below. We will consider the **combined budgets** for developing both the essential and optional elements of the project.

Marking proportionate to the lowest price.

Price will be scored as set out below.

There will be a maximum of e.g. 20 marks

The lowest priced bid will receive the full 20 marks, all other bids will then be marked as set out below.

Proportionate Pricing scoring example

If 20% = 20 marks

|  |  |  |
| --- | --- | --- |
| Supplier | Price | Marks |
| 1 (lowest bid) | £50,000 | 20 |
| 2 | £60,000 | 50/60 \* 20 = 16.7 |
| 3 | £75,000 | 50/75 \* 20 = 13.3 |

**Structure of Tenders**

Contractors are strongly advised to structure their tender submissions to cover each of the criteria above and supply a price schedule specifying the daily rates (ex-VAT) you will charge for each level of your staff.

**Evaluation for Interviews, if held**

CCC reserves the right to award the contract based on applicants’ written evaluation only if one candidate emerges from the evaluation stage as significantly stronger than the others.

Should interviews go ahead, CCC will shortlist the top three suppliers with the highest marks from the written proposals. Interviews are provisionally expected to be held on 6 June 2023. If this date changes, CCC will notify applicants.

The areas to be covered in the interview, and markings allocated to each topic area will be sent to the shortlisted supplier prior to interview.

Further details of interviews will be sent to successful applicants on selection.

**Feedback**

Feedback will be given in the unsuccessful letters or emails.