**INVITATION TO TENDER (ITT)**

**FOR**

**THE PROVISION OF THE** **NATIONAL RESPIRATORY AUDIT PROGRAMME (NRAP)**

**HQIP NCA - 2145**

**INSTRUCTION TO BIDDERS**

**Deadline for Tender Submission:**

**12noon, 16 September 2022**

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# 1. INTRODUCTION AND BACKGROUND

## 1.1 Introduction and context to the procurement

Healthcare Quality Improvement Partnership (HQIP) is a Company Limited by Guarantee with company number 06498947 and a Registered Charity in England and Wales. HQIP commissions national data projects funded by NHS England and the Health Departments of the UK Devolved Nations and other bodies who wish to participate. HQIP (the "Authority") is issuing this invitation to tender ("ITT") in connection with the competitive procurement for the National Respiratory Audit Programme (NRAP).

This ITT contains information about the procurement process. Each Bidder’s response (“Tender”) should be detailed enough to allow the Authority to make an informed award decision. The Authority uses the Wax Digital e-tendering portal to conduct the procurement process ("the e-Tendering Portal"). All communications (including submission of Tenders) must be carried out via the e-Tendering Portal. Full details of HQIP’s requirements are set out in the service specification document.

## 1.2 Rules that apply to this procurement

This procurement is for clinical services which are part of the ‘Public Contract Regulations (PCR2015)’ for the purpose of the Regulations. The procedure that the Authority is following is as set out in this ITT.

## 1.3 Small and medium-sized enterprises

HQIP is committed to supporting the Government's small and medium-sized enterprise (SME) initiative; its aspiration is that 25% of public sector spend, direct and through the supply chain, goes to SMEs. Providers are encouraged to work with HQIP to support the wider SME initiative. The link below to the Cabinet Office website provides information on the Government's Crown Representative for SMEs, a link to the definition of an SME and details on the SME initiative <https://www.gov.uk/government/policies/buying-and-managing-government-goods-and-services-more-efficiently-and-effectively/supporting-pages/making-sure-government-gets-full-value-from-small-and-medium-sized-enterprises>

## 1.4 Purpose and structure of this ITT

This ITT;

* invites Bidders to submit their Tenders in accordance with the instructions set out in the remainder of this ITT;
* sets out the overall indicative timetable and the procurement process;
* provides Bidders with the information required to enable them to submit a compliant Tender;
* sets out the Award Criteria and evaluation model that will be used to evaluate the Tender and;
* explains the administrative arrangements for the receipt of Tenders.

## 1.5 Definitions

The "Authority" means the contracting authority, or anyone acting on behalf of the contracting authority, that is seeking to invite suitable candidates to participate in this procurement process. "You"/ "Your" or "Bidder" refers to the potential supplier completing these questions i.e. the legal entity responsible for the information provided. The term "potential supplier" is intended to cover any economic operator as defined by the Public Contract Regulations 2015 (referred to as the "regulations") and could be a registered company; the lead contact for a group of economic operators; charitable organisation; Voluntary Community and Social Enterprise (VCSE); Special Purpose Vehicle; or other form of entity.

# 2. TENDER TIMETABLE

## 2.1 Key dates

The procurement will follow a clear, structured and transparent process to ensure a fair and level playing field so that all Bidders are treated equally. The indicative key dates for this procurement are currently anticipated to be as follows:

|  |  |
| --- | --- |
| **Event** | **Date** |
| ITT issued | 15 August 2022 |
| Deadline for the receipt of ITT clarification questions from Bidders | 5 September 2022 |
| Deadline for receipt of Tender | 16 September 2022 |
| Evaluation of Tenders | September – November 2022 |
| Notification of contract award decision | January 2023 |
| Contract award | February – March 2023 |
| Contract commences | 01 June 2023 |

Whilst the Authority does not currently intend to depart from the timetable, it reserves the right to do so at any stage. Any changes to the timetable will be notified to all Bidders.

## 2.2 Deadline for receipt of Tenders

Bidders must submit their Tenders in the manner prescribed in this document, no later than the deadline for receipt of Tenders specified on the front cover of this ITT.

Any Tender received after the deadline or by any method other than via the e-Tendering Portal may not be considered. The Authority may at its absolute discretion extend the deadline and in such circumstances the Authority will notify all Bidders of any change.

## 2.3 Contract award

Contract award is subject to the formal approval process of the Authority. Until all necessary approvals are obtained and the standstill period completed, no contract(s) will be entered into. Once the Authority has reached a decision in respect of a contract award, it will notify all Bidders of that decision and provide for a standstill period in accordance with the Public Contracts Regulations 2015 before entering into any contract(s).

# 3. CONTRACT AND SPECIFICATION

## 3.1 Contract

The Authority includes any subsidiary companies and other organisations that control or are controlled by the Authority from time to time. By submitting a Tender response, you are agreeing to be bound by the Terms of this ITT and contract without further negotiation or amendment.

## 3.2 Specification

The Authority’s detailed contract specification for the service is set out at Annex A (“Service Specification”). In the event that you have any concerns or queries in relation to the service specification, you should submit a Clarification Question as stipulated in this ITT by the deadline set out in this ITT. Following such Clarification Question, the Authority may issue a clarification change to the ITT and/or Contract that will apply to all Bidders submitting a Tender response.

## 3.3 Contract value and duration

The contract for the National Respiratory Audit Programme (NRAP) will initially be delivered for NHS-funded care in England and Wales for a period of three years, at a maximum total budget of up to **£2,748,000 GBP** excluding VAT. Bids exceeding this limit may be rejected.

The contract awarded will be for the duration of 3 years although there is an option to extend the contract to a further 2 years. Bidders are asked to submit their financial offer for the initial 3 years.

Any contract award will include performance-related key contract deliverables (payment linked deliverables). Deliverables will be finalised with the successful bidder prior to signing of the contract. HQIP’s intention is to sustain continuous programme delivery, with efficient and seamless transition between contract periods. If the contract is awarded to a new supplier, HQIP will engage with both the outgoing and incoming suppliers after contract award to identify and agree transition tasks. Transition would be estimated to take place over a period of four to eight weeks immediately prior to 31 January, 2022. Bidders are invited to explain clearly and comprehensively how they would meet the scope of work described in this specification, excluding specific transition activities.

## 3.4 Potential future aspirational intent

Aspirational intent is set out at section 1.3.1 of the Specification (Annex A)

The total contract value is £2,748,000 excluding VAT for the duration of three years with potential to extend the contract for up to two additional years at a value of £916,000 per year. The aspirational intent as defined in the specification of this ITT has an anticipated value of up to £2,043,939 per year. Based on the potential extension funding of up to 2 years and the aspirational intent, this contract has a potential ceiling value of up to £14,799,695 GBP excluding VAT.

Please note, there is no commitment by the Authority at this stage to include any aspirational intent.

## 3.5 Terms and conditions

The contract will be based on the HQIP Terms and Conditions. These can be found in Annex B**.** It is vital that the Bidder reviews these carefully, and takes account of all information. By submitting a Tender, Bidders are agreeing to be bound by the terms of this ITT and the HQIP Terms and Conditions as written.

## 3.6 Transfer of Undertakings (Protection of Employment) Regulations 2006 ("TUPE")

Bidders’ attention is drawn to the staff transfer provisions set out in Annex G.

## 3.7 Consortia and sub-contractors

The Authority recognises that arrangements in relation to a group of economic operators (for example, a consortium) and/or use of sub-contractors, may be subject to change and will, therefore, not be finalised until a later date. The lead contact should notify the Authority immediately of any change in the proposed arrangements. The Authority will make a revised assessment of the submission based on the updated information.

Every organisation that is being relied on to meet the selection must complete and submit the self-declaration. If the Bidder is a consortium or will rely on sub-contractors to deliver the contract, it must explain in its Tender precisely which entities will supply which parts of the contract.

For the purposes of this ITT, the following terms apply:

* Consortium arrangement - Groups of companies come together specifically for the purpose of bidding for appointment as the supplier and envisage that they will establish a special purpose vehicle as the prime contracting party with the Authority.
* Subcontracting arrangement - Groups of companies come together specifically for the purpose of bidding for appointment as the supplier, but envisage that one of their number will be the supplier, the remaining members of that group will be subcontractors to the supplier.

If the Bidder intends to sub-contract any material parts of the contract, it must explain which parts will be sub-contracted, who the sub-contractor is, confirm the sub-contractor has agreed terms of supply and what contractual commitment it has from the sub-contractor to deliver.

## 3.8 Termination / extension / variation of Tender Process

The Authority reserves the right, subject to the provisions of Public Contract Regulations 2015, to change without notice the basis of, or the procedures for, the competitive tendering process or to terminate the process at any time and where appropriate re-advertise the procurement. Under no circumstances shall the Authority incur any liability in respect of this ITT or any supporting documentation. The Authority will not reimburse any costs incurred by you in connection with preparation and submission of your completed ITT.

# 4. Submission of Responses

## 4.1 Response instructions

Bidders must submit their Tenders by responding to the ITT questions online. Completed Tenders must be submitted using the e-Tendering Portal. Bidders should ensure that they allow plenty of time to upload the Tender.

If Bidders have any problems with the e-Tendering Portal, please contact the helpdesk via email [helpdesk@waxdigital.com](mailto:helpdesk@waxdigital.com) (at any time) or call 0161 367 2739 (9am – 5.30pm, Monday - Friday UK time). As noted above, any Tender received after the deadline may not be considered.

The Bidder must upload a duly executed Form of Tender as set out in Annex H. Where the Bidder is a company, the Tender must be signed by a duly authorised representative of that company. Where the Bidder is a consortium, the Tender must be signed by the lead authorised representative of the organisation that shall be responsible for the performance of the Contract. In the case of a partnership, all the partners should sign or, alternatively, one only may sign, in which case (s)he must have and should state that (s)he has authority to sign on behalf of the other partner(s). The names of all the partners should be given in full together with the trading name of the partnership. In the case of the sole trader, (s) he should sign and give his name in full together with the name under which (s)he is trading.

## 4.2 Format of response

Responses should be submitted using the WAX Portal. Any supporting documentation provided must be clearly titled to identify the Bidder, which Section and Question number it relates to. [e.g. Bidder A, Q1.1 bid response]

There is a maximum word count to each question, it should be noted that:

* The word count is intended to give an indication to the Bidder as to the depth of the response required for each of the questions;
* There is no obligation to utilise the full word count.

Each section of the tender question has a stated word limit which must be adhered to. Where certain attachments are specifically requested within the question prompt, the attachment should be uploaded and will not contribute to the overall word limit for this question. Any attachments uploaded which have not been specifically requested, will not be evaluated.

Generic sales and marketing materials which do not directly contribute towards the illustration or evidencing of the response to a tender question, will not be considered as part of the scoring of the bid.

The maximum file size for uploading documents is 38mb per document. The Authority does not guarantee that you will be able to upload files up to the maximum size, particularly at busy times. For this reason it is recommended that Bidders should ensure files are well below the maximum stated and allow plenty of time to upload, so they have enough time to resolve any technical difficulties before the deadline.

Do not embed documents within other documents. Instead provide separate electronic copies of the documents, clearly labelled and referenced.

The Tender must be in English and drafted in accordance with the drafting guidance set out in this ITT

## 4.3 Information provided in bids

In evaluating Bids, the Contracting Authority will only consider information provided in response to this ITT. Bidders should not assume that the Contracting Authority has any prior knowledge of the Bidder, its practice or reputation, or its involvement in existing services, projects or procurements.

All relevant information required to support the Bid should be included in the Bidder’s response. Cross-referencing of responses is not permitted and each question will be evaluated taking into account only the response to the associated question (unless otherwise stated in the evaluation criteria). Evaluators are assigned on a section by section basis and they may not have access to the information provided in other sections of your bid.

Bidders are responsible for the accuracy of all information concerning relevant organisations submitted within their Bids.

The Tender must be clear, concise and complete. The Authority reserves the right to mark Bidders down or exclude them from the procurement if their Tenders are ambiguous or lack clarity. Bidders should submit only such information as is necessary to respond effectively to this ITT. Unless specifically requested, do not include any attachments.

# 4.4 Bidders clarification questions

Once the ITT has been published, Bidders may wish to conduct due diligence on certain aspects of the information provided in the ITT. The objective of the Bidder clarification stage is to give Bidders the opportunity to submit questions to the Authority where they require clarification on the information contained in the ITT.

The Bidder clarification stage will take place, between **15 August 2022 – 5 September 2022,** inclusive. The Authority will not respond to clarification questions received after the expiry of this period.

Bidders must submit any clarification questions via the Portal messaging facility for this Procurement. The Authority will distribute all clarification questions raised by Bidders, and corresponding Authority responses, to all other Bidders on a rolling basis during the ITT Bidder clarification stage unless it is commercially sensitive information. The decision will be made at the Authority’s discretion.

## 4.5 Bid clarification from the Authority

During the Bidder evaluation period the Authority may (but is not obliged to) request written clarification from Bidders on their Bid. Any request by the Contracting Authority for clarification on Bids shall be made in writing via the Portal to the relevant Authorised Representative. Bidders’ responses must be in writing via the Portal and within the timescales stipulated by the Authority at the time of the request.

Failure to respond adequately or before the stipulated deadline will be reflected in the evaluation of the Bid and may result in exclusion of the Bidder from further participation in the Procurement process.

## 4.6 Modifications and withdrawal of tender

* Except as set out in this ITT, no Tender may be modified after the deadline for receipt of Tenders.
* Tenders may be withdrawn by Bidder at any time before the deadline for receipt of Tenders. Revised Tenders may be submitted up until the deadline for receipt of Tenders, provided such intention is notified to the Authority using the e-Tendering Portal.

## 4.7 Variant Bids

Variant bids are not accepted.

# 5. TENDER EVALUATION METHODOLOGY AND CRITERIA

## 5.1 Overview

This section sets out the criteria that the Authority will use to evaluate Bids. The contract will be awarded to the Bidder submitting the most economically advantageous tender (MEAT). In this procurement MEAT is identified on the basis of: best price-quality ratio. Evaluation will be carried out as follows:

* Compliance stage: Bids will be checked to ensure that they have been completed correctly and all necessary information has been provided. Bid responses correctly completed with all relevant information being provided will proceed to the Evaluation stage. Any Bid not correctly completed in accordance with the requirements of this ITT and/or containing omissions may be rejected at this point. Where a Bid is rejected at this point it will automatically be disqualified and will not be further evaluated.
* Evaluation stage: If a Bidder succeeds in passing the compliance stage, then it will have its Bid evaluated in accordance with the evaluation methodology set out below.

• The Authority will evaluate response to the Pricing Schedule in accordance with the evaluation methodology set out in this document. Any Bidder whose Bid is above the maximum total budget will go no further in this Procurement process and the remainder of their Bid will not be evaluated.

• The Bidder must accept the Authority’s terms and conditions. Any Bidder who does not accept the terms and conditions will go no further in this Procurement process and the remainder of their Bid will not be evaluated.

• The Authority will then evaluate the Bidder’s response to the questions in Sections 1 to 11 of the Online Questionnaire (the "Scored Questions"). The Authority will mark the Scored Questions as described in the scoring criteria in this document.

## 5.2 Scored Questions

The technical tender responses will be scored by an evaluation panel appointed by the Authority.

Each response will be assessed in accordance with the steps detailed below. The Authority may decide to undertake these assessment steps in any order or to undertake one or more steps concurrently.

## 5.3 ITT Questions and Scoring Criteria

Bidders should clearly demonstrate in this Invitation to Tender, how they meet each of the criteria questions. Questions are organised under the following section headings with section sub weightings indicated.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | **Section Heading** | **Question** | **Section Weighting** | **Question Weighting** | **Maximum word limit** |
| Quality Section | 1. ABSTRACT | 1.1 | for information only | N/A | 500 |
| 1. STIMULATING HEALTHCARE IMPROVEMENT | 2.1 | 10% | 10% | 500 |
| 1. LEADERSHIP AND GOVERNANCE | 3.1 | 12% | 2% | 250 |
| 3.2 | 2% | 250 |
| 3.3 | 2% | 250 |
| 3.4 | 6% | 500 |
| 1. PATIENT AND PUBLIC INVOLVEMENT | 4.1 | 10% | 10% | 500 |
| 1. AUDIT DESIGN AND PROPOSED MEASURES | 5.1 | 10% | 5% | 500 |
| 5.2 | 5% | 500 |
| 1. EQUITY AND PARITY | 6.1 | 5% | 5% | 250 |
| 1. INFORMATION GOVERNANCE | 7.1 | 8% | 4% | 250 |
| 7.2 | 4% | 250 |
| 1. PARTICIPATION AND DATA ACQUISITION | 8.1 | 16% | 4% | 250 |
| 8.2 | 4% | 250 |
| 8.3 | 4% | 250 |
| 8.4 | 4% | 250 |
| 1. ANALYSIS | 9.1 | 5% | 5% | 500 |
| 1. USES OF THE DATA | 10.1 | 14% | 11% | 750 |
| 10.2 | 3% | 500 |
| 1. RISK MANAGEMENT | 11.1 | 5% | 5% | 250 |
| Price Section | 1. COST & ALLOCATION OF BUDGET | 12.1 | 5% | Pass/Fail | N/A |
| 12.2 | 5% | 250 |
| TOTAL |  |  | 100% | 100% |  |

Tender responses will be evaluated in accordance with the scoring criteria included in the table below.

|  |  |
| --- | --- |
| **Score** | **Scoring criteria** |
| 1. Unacceptable | Nil or inadequate response. Fails to demonstrate an ability to meet the requirement. |
| 1. Poor | Response is partially relevant but generally poor. The response addresses some elements of the requirement but contains insufficient/limited detail or explanation to demonstrate how the requirement will be fulfilled. |
| 1. Acceptable | Response is relevant and some aspects are acceptable. The response addresses a broad understanding of the requirement but may lack details or credibility on how the requirement will be fulfilled in certain areas. |
| 1. Good | Response is relevant and good. The response is sufficiently detailed to demonstrate a good understanding and provides details on how the requirements will be fulfilled. |
| 1. Excellent | Response is completely relevant and excellent overall. The response is comprehensive, unambiguous and demonstrates a thorough understanding of the requirement and provides details of how the requirement will be met in full and may also demonstrate added value. |

## 5.4 Moderation and Application of Weightings

The evaluation panel appointed for this procurement will meet to agree and moderate scores for each scored tender question, where there is a difference of 1 or more points between scores awarded by the panel members. The panel members will discuss the rationale for their scoring with each other and subsequently may choose to review their scores in order to reach a consensus score for each question .

The final scores will be obtained by applying the relevant weighting factors set out in the award criteria table. The percentage scores for each award criteria will be amalgamated to give a percentage score out of 100.

## 5.5 The winning Tender response

The winning Tender response shall be the Tender response scoring the highest percentage score out of 100. All bidders will be notified of the outcome of the evaluation and will be issued with and Award Decision Notice following which a standstill period will take place prior to the Authority entering into the Contract with the winning bidder.

# 6. Procurement Rules

## 6.1 Publicity

No publicity regarding the award of any contract will be permitted unless and until the Authority has given express written consent to the relevant communication. No statements may be made to the media regarding the nature of the Tender, its contents or any proposals relating to it without the prior written consent of the Authority.

## 6.2 Bidder conduct and conflicts of interest

Any attempt by Bidders or their advisors to influence the contract award process in any way may result in the Bidder being disqualified. Specifically, Bidders shall not directly or indirectly at any time:

* + devise or amend the content of their Tender in accordance with any agreement or arrangement with any other person, other than in good faith with a person who is a proposed partner, supplier, consortium member or provider of finance;
  + enter into any agreement or arrangement with any other person as to the form or content of any other Tender, or offer to pay any sum of money or valuable consideration to any person to effect changes to the form or content of any other Tender;
  + enter into any agreement or arrangement with any other person that has the effect of prohibiting or excluding that person from submitting a Tender;
  + canvass the Authority or any employees or agents of the Authority or funders in relation to this procurement; and/or
  + attempt to obtain information from any of the employees or agents of the Authority or their advisors concerning another Bidder or Tender (except for debrief information requests made through the e-Tendering Portal).

Where ever possible bidders are responsible for ensuring that no conflicts of interest exist between the Bidder and its advisers, and the Authority and its advisors. Bidders should notify the Authority promptly of any possible conflict and the proposed steps that the Bidder believes can be taken to avoid the conflict. Any Bidder who fails to comply with these requirements may be excluded from the procurement at the discretion of the Authority.

## 6.3 Authority’s right

Subject to its obligations to act in a transparent, proportionate and non-discriminatory manner, the Authority reserves the right to:

* waive or change the requirements of this ITT from time to time; seek clarification or documents in respect of a Bidder's submission;
* disqualify any Bidder that does not submit a compliant Tender in accordance with the instructions in this ITT;
* disqualify any Bidder that is guilty of serious misrepresentation in relation to its Tender or the Tender process;
* withdraw this ITT at any time, or re-invite Tenders on the same or any alternative basis;
* choose not to award any contract as a result of the current procurement process; and
* make whatever changes it sees fit to the timetable, structure or content of the procurement process.

## 6.4 Bid costs

Tenders are prepared and submitted at Bidders' own risk. The Authority will not be liable for any costs incurred during the tender process or any subsequent discussions or negotiations, including but not limited to bid costs, expenditure, work and/or effort incurred by a Bidder in proceeding with or participating in this procurement, including if the procurement process is terminated or amended by the Authority.

## 6.5 Transparency

In accordance with the Public Contracts Regulations 2015 and the Government's policy on transparency, Bidders should be aware that the Authority intends to make the issue of ITT and details of any subsequent contract publicly available, by publication on the Government's Contracts Finder portal.

## 6.6 Governing Law and Jurisdiction

This ITT and any dispute concerning it (including non-contractual disputes or claims) shall be governed by English law and subject to the non-exclusive jurisdiction of the English Courts.

## 6.7 Warnings and disclaimers

* While the information contained in this ITT is believed to be correct at the time of issue, neither the Authority, its advisors, nor any other awarding authorities will accept any liability for its accuracy, adequacy or completeness, nor will any express or implied warranty be given.
* This exclusion extends to liability in relation to any statement, opinion or conclusion contained in or any omission from, this ITT (including its annexes) and in respect of any other written or oral communication transmitted (or otherwise made available) to any Bidder. This exclusion does not extend to any fraudulent misrepresentation made by or on behalf of the Authority.
* If a Bidder proposes to enter into a contract with the Authority, it must rely on its own enquiries and on the terms and conditions set out in the contract(s) (as and when finally executed), subject to the limitations and restrictions specified in it.
* Although this is a bona fide tender process, neither the issue of this ITT, nor any of the information presented in it, should be regarded as a commitment or representation on the part of the Authority (or any other person) to enter into a contractual arrangement.

## 6.8 Freedom of Information Act 2000

This tender relates to work which is publically funded and therefore the Authority is subject to, and must comply with, the Freedom of Information Act 2000 ("FOIA") and the Environmental Information Regulations 2004 ("EIR"). The Authority may therefore be required to disclose information submitted by the Bidder.

In respect of any information submitted by a Bidder that it considers to be confidential or commercially sensitive, the Bidder should: clearly identify such information as confidential or commercially sensitive; explain its reasons why disclosure of such information would be likely to prejudice or would cause actual prejudice to its commercial interests, and provide a reasoned estimate of the period of time during which the Bidder believes that such information will remain commercially sensitive.

This information must be submitted via the online questionnaire, with a statement of which exemptions are relevant under FOIA and/or the EIR. The use of blanket markings of whole documents as confidential or commercially sensitive is not permitted.

Where a Bidder identifies information as commercially sensitive, the Authority will take those views into account. Bidders should note, however, that, even where information is identified as commercially sensitive, the Authority may be required to disclose such information in accordance with FOIA or the EIR. Accordingly, the Authority cannot guarantee that it will withhold information marked 'confidential', 'commercially sensitive' or otherwise considered exempt by the relevant Bidder and no duty of confidentiality is accepted.

## 6.9 Validity Period

Offers are to remain open for acceptance by the Contracting Authority, for a minimum of 180 days from the bid submission date.

## 6.10 Canvassing

Any tenderer who directly or indirectly canvasses any member or official of the Authority concerning the award of the Tender or who directly or indirectly obtains or attempts to obtain information from such member or official concerning any offer or proposed Tender may be disqualified.

## 6.11 Collusive Tendering

The Authority is well aware of the temptations for tenderers of collusive behaviour and the formation of cartels. Any suspicions of such activity shall be brought to the attention of the Office of Fair Trading under the Competition Act and any firms found not to comply with the Act shall not be permitted to tender for the Authority contracts.

# Annexes

# Annex A: Service Specification

# Annex B: Terms and Conditions

# Annex C: Deliverables

# Annex D: Assessing Unmet Payment Linked Deliverables

# Annex E: Applying the Process for Unmet Payment Linked Deliverables

# Annex F: Dispute Resolution Escalation Process

# Annex G: TUPE List of Transferring Employees

# Annex H: Form of Tender

# Annex I: Canvassing Declaration

# Annex J: Collusive Tendering Declaration

# Annex K: Conflict of Interest Declaration

# Annex L: Confidential and Commercially Sensitive Information

# Annex M: Sub-Contractor Form

# Annex N: Guide to Writing a NCAPOP QI Plan