



Request for Proposal

**Request for Proposal (RFP) on behalf of The Department for
Business, Energy & Industrial Strategy (BEIS)**

**Subject: Land Use Platform A Holistic Assessment of Agriculture
and Land Use Strategies to Achieve Net Zero**

Sourcing Reference Number: PS22008

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Section 1 – About UK Shared Business Services

Putting the Business into Shared Services

UK Shared Business Services Ltd (UK SBS) brings a commercial attitude to the public sector; helping Contracting Authorities improve efficiency, generate savings and modernise. It is our vision to become the leading service provider for Contracting Authorities of shared business services in the UK public sector, continuously reducing cost and improving quality of business services for Government and the public sector.

Our broad range of expert services is shared by our Contracting Authorities. This allows our customers the freedom to focus resources on core activities; innovating and transforming their own organisations.

Core services include Procurement, Finance, Grants Admissions, Human Resources, Payroll, ISS, and Property Asset Management all underpinned by our Service Delivery and Contact Centre teams.

UK SBS is a people rather than task focused business. It's what makes us different to the traditional transactional shared services centre. What is more, being a not-for-profit organisation owned by the Department for Business, Energy & Industrial Strategy (BEIS), UK SBS' goals are aligned with the public sector and delivering best value for the UK taxpayer.

UK Shared Business Services Ltd changed its name from RCUK Shared Services Centre Ltd in March 2013.

Our Customers

Growing from a foundation of supporting the Research Councils, 2012/13 saw Business Innovation and Skills (BIS) transition their procurement to UK SBS and Crown Commercial Services (CCS – previously Government Procurement Service) agree a Memorandum of Understanding with UK SBS to deliver two major procurement categories (construction and research) across Government.

UK SBS currently manages £700m expenditure for its Contracting Authorities. Our Contracting Authorities who have access to our services and Contracts are detailed [here](#).

Privacy Statement

At UK Shared Business Services (UK SBS) we recognise and understand that your privacy is extremely important, and we want you to know exactly what kind of information we collect about you and how we use it.

This privacy notice link below details what you can expect from UK SBS when we collect your personal information.

- We will keep your data safe and private.
- We will not sell your data to anyone.
- We will only share your data with those you give us permission to share with and only for legitimate service delivery reasons.

<https://www.uksbs.co.uk/use/pages/privacy.aspx>

Privacy Notice

This notice sets out how the Contracting Authority will use your personal data, and your rights. It is made under Articles 13 and/or 14 of the UK General Data Protection Regulation (UK GDPR).

YOUR DATA

The Contracting Authority will process the following personal data:

Names and contact details of employees involved in preparing and submitting the bid;
Names and contact details of employees proposed to be involved in delivery of the contract;
Names, contact details, age, qualifications and experience of employees whose CVs are submitted as part of the bid.

Purpose

The Contracting Authority are processing your personal data for the purposes of the tender exercise, or in the event of legal challenge to such tender exercise.

Legal basis of processing

The legal basis for processing your personal data is processing is necessary for the performance of a task carried out in the public interest or in the exercise of official authority vested in the data controller, such as the exercise of a function of the Crown, a Minister of the Crown, or a government department; the exercise of a function conferred on a person by an enactment; the exercise of a function of either House of Parliament; or the administration of justice.

Recipients

Your personal data will be shared by us with other Government Departments or public authorities where necessary as part of the tender exercise. The Contracting Authority may share your data if required to do so by law, for example by court order or to prevent fraud or other crime.

Retention

All submissions in connection with this tender exercise will be retained for a period of 7 years from the date of contract expiry, unless the contract is entered into as a deed in which case it will be kept for a period of 12 years from the date of contract expiry.

Your Rights

You have the right to request information about how your personal data are processed, and to request a copy of that personal data.

You have the right to request that any inaccuracies in your personal data are rectified without delay.

You have the right to request that any incomplete personal data are completed, including by means of a supplementary statement.

You have the right to request that your personal data are erased if there is no longer a justification for them to be processed.

You have the right in certain circumstances (for example, where accuracy is contested) to request that the processing of your personal data is restricted.

You have the right to object to the processing of your personal data where it is processed for direct marketing purposes.

You have the right to object to the processing of your personal data.

International Transfers

As your personal data is stored on our IT infrastructure and shared with our data processors Microsoft and Amazon Web Services, it may be transferred and stored securely in the UK and European Economic Area. Where your personal data is stored outside the UK and EEA it will be subject to equivalent legal protection through the use of Model Contract Clauses

Complaints

If you consider that your personal data has been misused or mishandled, you may make a complaint to the Information Commissioner, who is an independent regulator. The Information Commissioner can be contacted at:

Information Commissioner's Office
Wycliffe House
Water Lane
Wilmslow
Cheshire
SK9 5AF
0303 123 1113
casework@ico.org.uk

Any complaint to the Information Commissioner is without prejudice to your right to seek redress through the courts.

Contact Details

The data controller for your personal data is:

The Department for Business, Energy & Industrial Strategy (BEIS)

You can contact the Data Protection Officer at:

BEIS Data Protection Officer, Department for Business, Energy and Industrial Strategy, 1 Victoria Street, London SW1H 0ET. Email: dataprotection@beis.gov.uk.

Section 2 – About the Contracting Authority

Department for Business, Energy & Industrial Strategy (BEIS)

The Department for Business, Energy, and Industrial Strategy (BEIS) was created as a result of a merger between the Department of Energy and Climate Change (DECC) and the Department for Business, Innovation and Skills (BIS), as part of the Machinery of Government (MoG) changes in July 2016.

The Department is responsible for:

- developing and delivering a comprehensive industrial strategy and leading the government's relationship with business;
- ensuring that the country has secure energy supplies that are reliable, affordable and clean;
- ensuring the UK remains at the leading edge of science, research and innovation; and
- tackling climate change.

BEIS is a ministerial department, supported by 46 agencies and public bodies.

We have around 2,500 staff working for BEIS. Our partner organisations include 9 executive agencies employing around 14,500 staff.

<http://www.beis.gov.uk>

Section 3 – Working with the Contracting Authority.

Section 3 – Contact details		
3.1.	Contracting Authority Name and address	The Department for Business, Energy & Industrial Strategy (BEIS) of 1 Victoria Street, London SW1H 0ET
3.2.	Buyer	Alex Thomas
3.3.	Buyer contact details	ProfessionalServices@uksbs.co.uk
3.4.	Maximum value of the Opportunity	£240,000.00 excluding VAT.
3.5.	Process for the submission of clarifications and Bids	All correspondence shall be submitted within the Messaging Centre of the e-sourcing tool. Guidance Notes to support the use of Delta eSourcing are available here. Please note submission of a Bid to any email address including the Buyer <u>will</u> result in the Bid <u>not</u> being considered.

Section 3 - Timescales		
3.6.	Date of posting of Contract advert to Find a Tender.	Tuesday, 15 th February 2022
3.7.	Date RFP available to Bidders on Contracts Finder	Tuesday, 15 th February 2022
3.8.	Bidder conference (if relevant)	N/A
3.9.	Latest date / time RFP clarification questions shall be received through Delta eSourcing messaging system	11:00am Tuesday, 15 th March 2022
3.10.	Latest date / time RFP clarification answers should be sent to all Bidders by the Buyer through Delta eSourcing Portal	14:00pm Friday, 18 th March 2022
3.11.	Closing date and time for Bidder to request RFP documents	14:00pm Thursday, 31 st March 2022
3.12.	Closing date and time for Bidder to submit their response (' the deadline ').	11:00am Friday, 1 st April 2022
3.13.	Clarifications (if required)	w/c Monday, 4 th April 2022
3.14.	Notification of proposed Contract award to unsuccessful bidders	Monday, 25 th April 2022
3.15.	Anticipated Contract Award Date	Monday, 9 th May 2022
3.16.	Commencement of Contract	Monday, 16 th May 2022
3.17.	Completion of Contract	Tuesday, 31 st January 2023
3.18.	Bid Validity Period	90 Days

Section 4 – Specification and About This Procurement

Section 4 – Executive Summary

To meet the challenge of achieving Net Zero by 2050, and other commitments such as the Environment Act 2021 and the 25 Year Environment plan, we need to understand of the plausibility and implications of different land use futures. These futures must consider the impacts of climate mitigation options, land use change to allow for carbon offsetting, consumer demands and innovation in food production. The complexity of these issues demands a multiannual, multidisciplinary research project to consider these issues holistically. In order to frame the commissioning of such a programme, the authority requires a clear exposition of the current state of the art, bringing together intelligence from published reports on net zero strategies in agriculture and land use, recent insights in modelling, and the outcomes of previous government research including the Sustainable Intensification Platform, and Government's Net Zero Strategy. The current invitation to tender seeks to develop a scoping study based on published data and evidence, with expert elicitation to 'fill gaps' in knowledge. The work will identify key uncertainties and priority research questions to address in a wider programme of work.

The work will bring together understanding and current quantitative and qualitative evidence from the natural, social, and economic sciences to refine the best available evidence and modelling tools on different measures to mitigate climate change, produce food and promote biodiversity, and then propose a set of potential pathways that satisfy the normative policy scenario. The normative scenario will be a scenario where the end point is known but the pathway is unknown. In this instance the normative scenarios end point would be set by achieving Net Zero. The work will propose radical options that envelop existing scenarios suggested by the Climate Change Committee (CCC) and stakeholders such as the National Farmers Union (NFU) and the Food, Farming and Countryside Commission (FFCC). We will test the implications of such pathways making use of stakeholder networks and policy experience. The work will champion a co-creation model recognising the value of policy, evidence, and practice expertise. The results will provide insights that will inform our policies outside the EU and ensure our pathway to 2050 is consistent with wider departmental and cross governmental strategies.

It is proposed that this work is undertaken in two stages, the first of which now, and the second at a later stage as a separate competition. This tender opportunity concerns an initial (~£240k) scoping study lasting 6 months, which will seek to develop a first cut assessment of viable net zero futures based on existing knowledge, secondary analysis of existing data sets, expert elicitation, and modelling. The work will bring together natural science, social science, and economic disciplines to demonstrate the state of the art, highlight outstanding areas of uncertainty, and identify critical questions for further in-depth analysis. It will gather existing data into a singular evidence base, covering food production, land mitigation options, impacts of LUC on biodiversity, and biomass and forestry production.

The outputs of the scoping study will inform the development of a much larger, multi-annual cross Defra/BEIS research platform to further develop evidence in this space via targeted primary research, and the development of new data sets, tools and integrated models. This

project will be separately tendered in lieu of the results of the present study.

Section 4 – Background

In the wake of COP26, the UK is rapidly developing its leadership on the pathway to net zero. This includes an increased focus on the land use sectors, recognising that joint solutions to the climate and biodiversity emergencies must be developed.

In our new global setting outside of the European Union (EU) there is significant opportunity to move away from the confines of the Common Agricultural Policy (CAP), which has historically prioritised production over environmental, and stifled innovation through the provision of single farm payments. There is also a broader opportunity to break from the EU's fragmented and potentially conflicting environmental policy landscape and the disjointed models under which advice, guidance, incentives, and regulation are delivered to farmers/landowners.

In this context, government has set itself challenging targets to achieve net zero by 2050 and a Nationally Determined Contribution (NDC) under the Paris agreement to achieve at least a 68% reduction in GHG emissions by 2030. Additionally, we recently have committed to achieving a 78% reduction in UK emissions by the end of the 6th carbon budget period (2033-2037). Further environmental commitments for substantial improvements in environmental outcomes have been set out in the Environment Act 2021 and the E25 Year Environment Plan:

- Clean air
- Clean and plentiful water
- Thriving plants and wildlife
- Reducing the risks and harm from environmental hazards
- Using resources from nature more sustainably and efficiently
- Enhancing beauty, heritage, and engagement with the natural environment
- Mitigating and adapting to climate change
- Minimising waste
- Manage exposure to chemicals
- Enhancing biodiversity

The Government has set out a policy framework in the Agricultural Transition Plan, and stated that by 2028, they want to see:

1. a renewed agricultural sector, producing healthy food for consumption at home and abroad, where farms can be profitable and economically sustainable without subsidy

2. farming and the countryside contributing significantly to environmental goals including addressing climate change

Securing the multiple objectives, we have set ourselves will not be simple. There will be several barriers to overcome and trade-offs to balance. For example, the transition to net zero will require significant changes to the way we farm and manage land: Evidence suggests that improving agricultural practices and implementing best practices and the current generation of novel technologies in our existing systems will not take us far enough quickly enough.

Significant land use change is likely to be required to offset residual emissions from farming and other hard to decarbonise sectors. This includes restoration of peatland, afforestation, scale up of domestic biomass production, as well as the deployment of carbon capture and storage technologies. The CCC's assessment for the 6th Carbon Budget period indicates a conversion of 3.9 to 5.2Mha of agricultural land will be required to offset residual emissions by 2050 – more than twice the land area of Wales (fig 1), though it should be noted this is only one possible path to net-zero, and other paths, with a greater or lesser contribution from land-use are possible.

Ambitious targets have been set out in the Net Zero Strategy for the decarbonisation of the land use sector:

1. Total area of 380,000ha of peatland under restoration by 2050
2. Increase in bioenergy production to approximately 26,000 ha yr⁻¹ by 2035 and up to 53,000 ha of energy crops in 2050
3. Increase of afforestation rates to 30,000 ha a year by 2025, and at least maintaining this from thereon

Radical transformation of production systems could help alleviate land use pressures, for example, through the use of vertical or urban farming systems. The degree of change will depend on three closely interlinked factors (fig 2)

1. **What we produce**¹ from the land, consumer demands for food and non-food products
2. **How we produce it**, and the nature of farming systems and technologies implemented
3. **Where we produce it**, how patterns of land use are arranged in the landscape (e.g., sparing/sharing)

A 4th consideration which sits at the intersection of the above is **How can we steer land use decisions** to meet our broader goals? What would a future land use policy look like? There will be no single solution to the problem: Preferentially targeting any of these factors could

¹ [1] In this context “produce” might include the utilisation of land to capture CO₂ from the atmosphere and/or the use of land to promote biodiversity. Both produce an outcome though not a physical product.

result in widely divergent land use futures, not all of which may be publicly or politically acceptable. There is a need to explore and better understand the possible trade-offs between food, climate, and biodiversity, to develop pathways which are compatible with our policy goals, in order to fully understand the implications of land use decisions and ensure political and social buy in for proposed solutions.

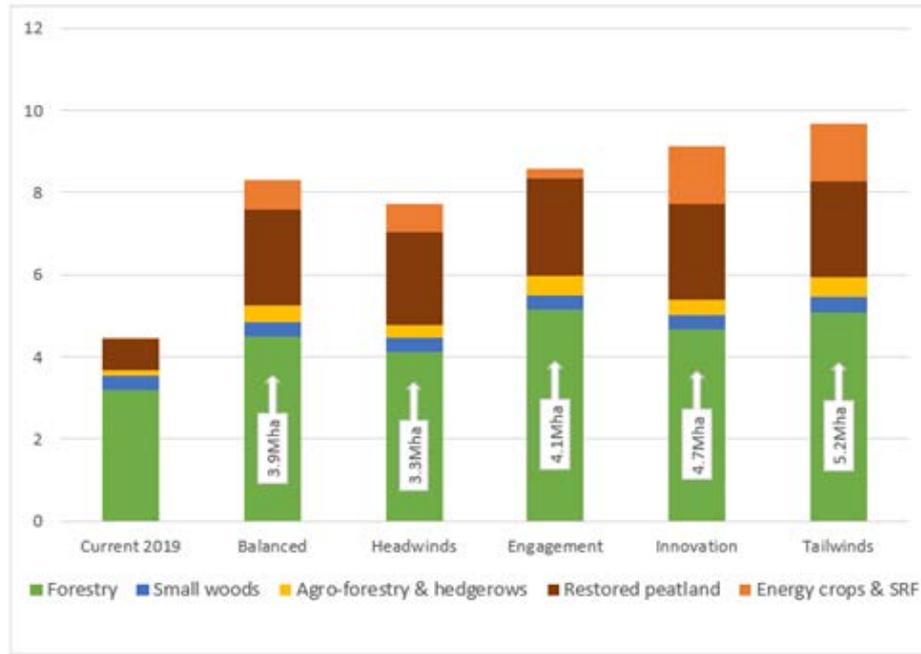


Figure 1: CCC assessment of land use changes required to meet net zero futures under a range of scenarios (data sourced from the CCC 6CD Assessment Report)



Figure 2: Venn diagram of the interrelated factors that influence emissions from agriculture and land use

These 3 factors could come together in various ways to meet the challenges Defra and BEIS are facing and there will be no single solution to the problem: Preferentially targeting any of these interventions could result in widely divergent land use futures, not all of which may be publicly or politically acceptable. There is a need to explore and better understand the possible pathways to meet our policy goals in order to fully understand the implications of

policy decisions and ensure political and social buy in for proposed solutions. There is a significant need to understand how policy could affect such change at the systems level (i.e. policy sits at the heart of the Venn diagram).

Relevant Work

- UK Government. Net Zero Strategy October 2021
<https://www.gov.uk/government/publications/net-zero-strategy>
- Climate Change Committee (CCC)
<https://www.theccc.org.uk/publication/sixth-carbon-budget/>
- National Farmers Union (NFU) Net Zero Report Net Zero
<https://www.nfuonline.com/nfu-online/news/nfu-reports/achieving-net-zero-farmings-2040-goal/>
- Food, Farming and Countryside Commission (FFCC) Farming for Change Report
<https://ffcc.co.uk/library/farmingforchangereport>
- Centre for Ecology and Hydrology (CEH) ASSIST Scenario Exploration Tool ASSET
<https://assist.ceh.ac.uk/asset-assist-scenario-exploration-tool>
- Centre for Ecology and Hydrology (CEH) Spatially explicit Projections of Environmental Drivers (SPEED) tool
<https://uk-scape.ceh.ac.uk/our-science/projects/SPEED>
- The Food, Agriculture, Biodiversity, Land Use and Energy Consortium (FABLE) Calculator
<https://www.foodandlandusecoalition.org/fable/>
<https://www.abstract-landscapes.com/fable-calculator>
- Royal Society for the Protection of Birds (RSPB) Land Sparing vs Sharing Report
<https://www.rspb.org.uk/our-work/conservation/projects/comparing-land-sharing-and-land-sparing-for-conservation-in-the-uk/>
- Sustainable Food Trust Global Farming Metric The Global Farm Metric
<https://sustainablefoodtrust.org/key-issues/sustainability-metrics/>
- Defra Survey Data Farm Business Survey
[Farm Business Survey - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/statistical-data-sets/farm-business-survey)
- Defra Survey Data – Structure of the Agricultural Industry
<https://www.gov.uk/government/statistical-data-sets/structure-of-the-agricultural->

[industry-in-england-and-the-uk-at-june](#)

- LANDIS Soils Data LandIS - Land Information System - National Soil Map
<http://www.landis.org.uk/data/natmap.cfm>
- Agricultural Land Classification Maps
<http://publications.naturalengland.org.uk/category/5954148537204736>
- UKRI Landscape Decisions NERC
<https://nerc.ukri.org/research/funded/programmes/landscape/>
- Royal Society for the Protection of Birds (RSPB) Land Use Scenarios Project – Ongoing (work currently ongoing)
- WWF Farm Level Interventions to Reduce Agricultural Greenhouse Gas Emissions Project Report: [Farm-level Interventions to Reduce Agricultural Greenhouse Gas Emissions](#) , and the Farmer Facing Guide: [The Go-To Guide](#) <https://vm-01-crm02.altido.com/clients/innovationforagriculture-d3eb0808ff1c2b63/uploads/documents/website-resource/the-go-to-guide-for-reducing-on-farm-ghg-emissions-resource-145.pdf>

Section 4 – Aims & Objectives

Aims

This study aims to identify current evidence in the land use and agricultural sectors, and evidence gaps in order to frame and develop a much larger programme of research. Furthermore, it will set out the available options to achieve net zero (or better) in agriculture and land use within the constraints of government’s legal requirements, policy ambitions and aspirations. It aims to assess the implications of these potential solutions to identify which pathways are most acceptable to policy and public. The study should be undertaken and presented at UK scale.

Objectives

1. Bring together existing evidence to develop a single evidence base on biomass cultivation, covering short-rotation forestry, short-rotation coppice and miscanthus
2. Construct Normative Policy Scenario: Establish policy end goals as firmly as possible to offer and firmly establish timelines and decision points
3. Construct hypothetical future scenarios that satisfy constraints through combinations of innovation, land management and demand management
4. Assess Implications for Defra and BEIS sectors for each future:
 - Map existing tools, models and knowledge to assess systems changes

- Qualitatively assess the implications of these futures via expert elicitation and stakeholder engagement
5. Quantitatively assess the options from the perspective of social, economic, and environmental sustainability using our best available tools
 6. Assess the feasible potential of the future scenarios in terms of opportunities and barriers through stakeholder engagement.
 7. Assess the confidence in the evidence base underpinning each future, outline any remaining major uncertainties and challenges for each of the 3 factors (changing practices, land management and demand management), our current capability to qualitatively and quantitatively assess these factors in terms of social, economic and environmental sustainability, and present suggestions for further work required to address on these uncertainties and challenge.

Key Questions to be Answered in this Programme:

- What are the plausible Net Zero pathways for agriculture and land use? Are any undesirable or challenging for BEIS, Defra & other departments to deliver?
- What is the current state of evidence available to inform strategies to deliver Net Zero
- What are the likely trade-offs and synergies between the Net Zero pathways and wider environmental outcomes? Can we quantify these?
- What are the trade-offs and synergies of the transition to Net Zero across sectors? Do actions in one sector impact emissions in another sector (agriculture, land-use, bioenergy feedstocks production, forestry, peatland, food waste & F-gases)?
- What are the likely public and private costs of these pathways?
- How do the likely costs of these pathways compare to those of the counterfactual pathway of business as usual?
- What are the social implications and opportunities of pathways to Net Zero and how are they distributed (rural/urban, income group etc) in comparison to the counterfactual of inaction/business as usual?
- What are the supply chain/consumer impacts on land use and how can these contribute to achieving net zero in agriculture and land use sectors?
- What are the bottom-up constraints to land use options necessary for transition to net zero (i.e. bioenergy, peatland restoration, afforestation)

Where current evidence is insufficient to answer any of the key questions above the uncertainties should be set out for future work to address.

Section 4 – Suggested Methodology

This project will comprise of 6 inter-related work packages:

Work Package 1: Biomass Evidence Base

This work package will bring together existing evidence to develop a single evidence base on domestic biomass cultivation, covering forest biomass products, short-rotation forestry, perennial energy crops (e.g., short rotation coppice and Miscanthus), domestic feed and

food crops (e.g., maize), and novel feedstocks such as hemp. This will inform the development and understanding of impact of different land use scenarios. The work will bring together existing evidence across the themes below through a feedstock-specific lens, and act as a scoping study for any key evidence gaps. The work should cover the following themes:

a) Carbon savings (land use and net lifecycle)

- Quantification and comparison of soil carbon stocks under different feedstock types (as above), and stocks in different pools (above ground biomass, soil, litter, belowground biomass) including their change over time
- Soil carbon impacts of current biomass projects
- Impacts on non-carbon soil quality indicators
- Identifying the impacts of current management practices on soil carbon and potential management options to reduce carbon losses on establishment and harvest (relating to above). This will cover examples such as treatment of residues/harvest residue practices, tillage practices, cover cropping, and addition of organic materials

b) Land use and ecosystem impacts

- On what land/in what conditions would the crop grow best and be most productive? What is the hierarchy/continuum of where it could be grown? Spatial analysis of where different crops could be grown
- How location of demand for biomass, might change the best location for the crops, based on the benefits of the collocation of supply and demand
- The impacts that different approaches to cultivation (and location) of each crop has on landscape character, biodiversity, water quality, water availability, air quality, yield

c) Feedstock breeding/genetic improvement

- Priority crop types for focus (energy and bioeconomy more broadly) – should this be miscanthus, or SRC willow/poplar research? Or new crops like hemp?
- Priority traits for breeding focus to ensure a supply of quality feedstock that meets industry requirements
- Breeding priorities to deliver public goods e.g., improving yields on marginal land
- Risks of pests/disease

The output of this work package will be a summary of existing evidence by feedstock across the areas above, synthesised for easy and accessible use by officials. This should include synthesis of different evidence as detailed, the spatial analysis requested, in an accessible / easy to navigate format. This work package would be for earlier completion due to an urgent need for evidence, with a draft product within two/three months.

Work Package 2: Development of Normative Policy Scenario²

This work package will construct a normative policy scenario by bringing together up to date evidence on current land-use, distribution of land types, and current land-use practices (including the production of bioenergy), as well as current policy ambitions and future policy aspirations, manifesto commitments and legal obligations. The normative policy scenario will bring together current evidence on:

- Spatial mapping of current land use across the UK
- Current agricultural production (i.e., food production)
- Current biomass production (for energy and other uses)
- Current production of forestry products
- Current evidence land-based mitigation options (including bioenergy)
- Current state of the environment (e.g., biodiversity) in order to address the joint climate and nature emergencies. This may be best achieved using the Defra Outcome Indicator Framework for the 25 Year Environment Plan.
- Information on the policy goals as set out above (i.e., Net Zero, interim carbon budgets, Net Zero Strategy targets etc).

The output required from this work package is a single normative policy scenario that establishes current policy ambitions and future policy aspirations, manifesto commitments and legal obligations as firmly as possible. It should set out a timeline of the policies considered and key decision points up to 2050. Clear policy goals should be set out as firm requirements to be met within the scenario, and policy aspirations will be set out as a range to reflect a level of uncertainty. The normative policy scenario will only consider the outcomes of the policy commitments and aspirations, it will not explore how these are met. It provides a framework to which future scenarios, which will be developed as work package 3, will need to adhere to.

Work Package 3: Future Visioning

This work package will develop an initial set of future scenarios encompassing as wide a range as possible of plausible Net Zero pathways for agriculture and land use. Visioning of future scenarios will be ambitious and cover a broad range of opportunities which are not necessarily constrained by current practice. Scenarios will not only cover agricultural production, but also options land-based climate mitigation such as bioenergy feedstock production. Some futures may be traditional, some may be transformative, for example, not all food will necessarily be produced on farms (e.g., lab cultured meat, vertical and urban farming systems) and some may be more extreme (e.g., significant consumption changes).

² The IPCC defines a Normative Scenario as follows: "Normative (or prescriptive) scenarios **describe a prespecified future, presenting "a picture of the world achievable (or avoidable) only through certain actions.** The scenario itself becomes an argument for taking those actions" (Ogilvy, 1992)."

The development of these future scenarios will include:

- a) Future scenarios presented as a pairwise plot with three axes which represent innovation, land management and demand management. This will allow for high, medium and low stretch scenarios along each axis, resulting in a minimum of 9 scenarios in total.
- b) Consideration of the CCC, NFU and FFCC scenarios must be considered to allow for full assessment and understanding of these pathways using a common set of tools.
- c) Consideration of the shared socio-economic pathways development in the CEH SPEED project.
- d) Input from stakeholders, academics and technology experts.

The output of this work package will include a clear description of each scenario, detailing the assumptions on innovation, land management and demand management. This will be accompanied by a set of emissions trajectories to show how each scenario meets the normative policy scenario set out in work package 2. Each future scenario will be assessed further in Work Package 4.

Work Package 4: Impact Assessments

This work package will conduct an initial assessment of the impact of each future scenario on production, the economy, biodiversity and environment at a high level. The impact assessments will:

- a) Bring together existing tools including, but not limited to, the CEH ASSIST Scenario Exploration Tool, FABLE Calculator, RSPB land use work, UKRI Landscape Decisions, as well as expert knowledge to assess system changes.
- b) Qualitatively assess the implications of these futures via expert elicitation and stakeholder engagement
- c) Quantitatively assess the options from the perspective of the 3 pillars of sustainability: social, economic and environmental sustainability, using our best available tools
- d) Include appropriate metrics to measure the impact the future scenarios have on productions, biodiversity and environment to assess sustainability. These metrics should be tested and refined using a similar approach to the sustainable food trust Global Farming Metric.

The output of this work package will be an impact assessment for each of the future scenarios, bringing the quantitative and qualitative evidence together into a table and assigning a RAG rating against each future scenario. This will highlight trade-offs and/or synergies with production, the economy, biodiversity and environment. Further development of the evidence to deepen and improve our understanding of the scientific accuracy, social acceptance, and practical viability of the scenarios will be explored in Work Package 5.

Work Package 5: Stakeholder Workshop

This work package will comprise of a stakeholder workshop to develop an understanding of the feasible potential of the future scenarios by the exploring opportunities and constraints of their implementation, including social barriers specific to the UK from a stakeholder perspective.

Work Package 6: Establishing how evidence, tools and measures can be improved

As outputs, this work package should:

- a) Bring together key findings from previous work packages in a report, including:
 - A final review of the future scenarios, bringing together the impact assessment in work package 4 and the stakeholder feedback from work package 5 to give an assessment of confidence (high, medium, low) in the evidence base. This will help to highlight areas which require further research in order to develop the policy options and key decision points required to realise each future.
- b) Outline any remaining major uncertainties and challenges for each of the 3 factors (changing practices, land management and demand management) our current capability to qualitatively and quantitatively assess these factors in terms of social, economic and environmental sustainability, and their interactions.
- c) Present suggestions for further work required to address on these uncertainties and challenges and major need for additional work in this space. This may include issues such as missing data sets, unresolved questions and needs for new tools and models to address them.

In this WP we would expect to see explicit consideration of the following:

- The strength of our understanding of the current situation provided through the evidence gathered in WP2
- Evidence on trends future food production
- Evidence on potential future options for climate mitigation through land, both technical potential and costs
- Evidence surrounding land use decisions (where in future can we grow what/do what, including technical potentials and costs)
- Social implications and opportunities of land use changes needed to achieve the normative scenario (e.g. economics, social attitudes)
- Supply chain impacts on land use change

Challenges

Collecting evidence from a wide range of sources, including grey literature, may be a challenge. The Authority will provide spatial analysis of land-use at England Level that it has

conducted internally and will provide information on data sources and evidence sources it currently uses in analysis of land, climate change and biodiversity.

Section 4 – Deliverables

Outputs Required

The Contractor will provide progress updates biweekly email, teleconference or video conference. Bidders should expect progress reviews at the point of each milestone delivery, where the Authority (BEIS and Defra acting as joint Authority) may provide steer and feedback.

The Contractor shall provide a presentation to Defra, BEIS and the Steering Group at the midpoint of the project, reporting on progress and discussing any issues and findings which have occurred.

The Contractor will provide two final project report to the Authority, one which will detail the findings of Work Package 1 (Biomass Evidence), and the other detailing the remaining Work Packages (Land use evidence and future scenarios). The reports will include a written report (no more than 20 pages in length excluding annexes using Defra EVID4 template) covering all findings, the level of uncertainty in the results, how the results may be used, and any evidence gaps, or further work identified (with an opening executive summary), and accompanying excel file or all data compiled during the project. All findings of this project and the final of the report will be required to be public in order to be shared with potential suppliers of the subsequent research programme.

The Contractor shall provide a final one-page summary of the research and findings, to be used for easy and accessible public dissemination and knowledge sharing within and between government departments. This can be in the format of a one-page summary, poster, one PowerPoint slide, or one page leaflet (format to be agreed between the Authority and Contractor).

The Contractor shall provide a short final presentation to policy makers and stakeholders summarising the findings of the project (30-40 minutes plus questions).

Ownership and Publication

The Contractor shall attend an Initial meeting with Defra and BEIS to review work plans and clarify project objectives and timelines within the first two weeks of the project start date. This can take place in person or virtually. Contractor shall provide fortnightly updates to Authority Project Officer(s) to report on project progress via telephone, meeting and/or email which will be agreed by the Authority.

The Contractor shall appoint a nominated person of appropriate grade to be the Contractor's Authorised Representative to manage the project and to liaise with the Authority as required. At any meeting, the Contractor's Authorised Representative shall be authorised to make

critical decisions.

The Contractor shall be supervised by an official from the Authority who will act as nominated officer for the project (the Authority's Project Officer(s)). The Authority will be responsible for agreeing dates and drafting the agenda for and producing a note of the review meeting.

The Contractor shall maintain their own management reports, including a risk and issues log and shall present these as requested by the Authority at any meeting requested by the Authority.

The Contractor will be required to seek approval in advance from the Authority Project Officer(s) of any press release, presentation or publication related to this project until the final report is published. The Contractor shall allow sufficient time for this. There will also be a delay between the project end date and publication of the final report while Defra quality assurance processes, possibly including independent review of the final report, are carried out.

After publication of the final report, the Contractor shall inform the Authority Project Officer(s) of any further use of data and/or findings from the project.

BEIS will own the deliverables and outputs of the contract.

Quality Assurance

The final report will undergo a Defra/BEIS quality assurance check and include review of the project and suggested revisions. This may include external peer review of outputs.

Terms and Conditions

Bidders are to note that any requested modifications to the Contracting Authority Terms and Conditions on the grounds of statutory and legal matters only, shall be raised as a formal clarification during the permitted clarification period.

Section 5 – Evaluation Model

5.1. Introduction

- 5.1.1. The evaluation process will be conducted to ensure that Bids are evaluated fairly to ascertain the bidders who can demonstrate the required skills qualities, technical ability and capacity, commercial stability and experience to ensure successful performance of the Contract.
- 5.1.2. The evaluation team may comprise staff from UK SBS and the Contracting Authority, and any specific external stakeholders the Contracting Authority deem required

5.2. Evaluation of Bids

- 5.2.1. Evaluation of Bids shall be based on a Selection questionnaire and Award criteria as clearly defined in the e-sourcing tool.

5.3. SELECTION questionnaire

- 5.3.1 The selection questionnaire will be solely marked against Mandatory pass/ fail criteria. No scoring criteria will be used at the Selection phase.

Selection Pass/fail criteria		
Questionnaire	Q No.	Question subject
Selection Questionnaire Part 1: Potential Supplier Information		
Section 1	1.3	Contact details and declaration
Part 2: Exclusion Grounds		
Section 2	2.1 (a)(i)	Participation in a criminal organisation
Section 2	2.1(a)(ii)	Corruption
Section 2	2.1(a)(iii)	Fraud
Section 2	2.1(a)(iv)	Terrorist Offences or offences link to terrorist activities
Section 2	2.1(a)(v)	Money laundering or Terrorist financing
Section 2	2.1(a)(vi)	Child Labour and other forms of trafficking in human beings
Section 2	2.2	Self cleaning
Section 2	2.3(a)	Payment of tax or social security
Section 3	3.1 (a)	Breach of environmental obligations
Section 3	3.1 (b)	Breach of social obligations
Section 3	3.1 (c)	Breach of labour law obligations
Section 3	3.1(d)	Bankruptcy
Section 3	3.1(e)	Guilty of grave professional misconduct
Section 3	3.1(f)	Distorting competition
Section 3	3.1(g)	Conflict of Interest
Section 3	3.1(h)	Prior involvement in procurement process
Section 3	3.1(i)	Prior performance of contract
Section 3	3.1(j)(i)	Serious Misrepresentation
Section 3	3.1(j)(ii)	Withholding information
Section 3	3.1(j)(iii)	Unable to provide supporting documentation for ESPD

Section 3	3.1(j)(iv)	Influenced the decision-making process
Part 3: Selection Questions		
Section 4	4.1	Audited accounts
Section 4	4.2	Minimum financial threshold
Section 5	5.1	Wider group
Section 5	5.2	Parent Company Guarantee
Section 5	5.3	Other Guarantee
Section 6	6.2	Technical and Professional Ability
Section 7	7.1	Compliance under Modern Slavery Act 2015
Section 8	8.1(a)	Insurance
Section 9	SEL5.5	Health and Safety Policy
Section 9	SEL5.6	Enforcement/remedial orders in relation to the Health and Safety Executive
Section 9	SEL5.7	Breaching environmental legislation
Section 9	SEL5.8	Checking sub-contractors for infringement of environmental legislation
Section 9	SEL5.9	Unlawful discrimination
Section 9	SEL5.10	Checking sub-contractors for unlawful discrimination
Section 9	SEL2.12	General Data Protection Regulation (GDPR) Act and Data Protection Act 2018
Section 9	FOI1.1	Freedom of information
	In the event of a Bidder failing to meet the requirements of a Mandatory pass / fail criteria, the Contracting Authority reserves the right to disqualify the Bidder and not consider evaluation of the any of the selection stage scoring methodology, nor the Award stage scoring methodology or Mandatory pass / fail criteria.	

- 5.3.1. Each Mandatory pass / fail question includes a clear definition of the requirements of a successful response to the question.
- 5.3.2. The evaluation model below shall be used for this RFP which will be determined to two decimal places.
- 5.3.3. Questions marked 'for information only' do not contribute to the scoring model.
- 5.3.4. During the evaluation stage, the intention is that only Bidders who achieve a Pass of all the Mandatory and Discretionary requirements of the RFP will be considered for award stage evaluation.

5.4. AWARD questionnaire

5.4.1. The award questionnaire shall be marked against the following Mandatory or discretionary pass / fail criteria. Each Mandatory pass / fail question includes a clear definition of the requirements of a successful response to the question.

Award Pass/fail criteria		
Questionnaire	Q No.	Question subject
Commercial	AW1.1	Form of Bid
Commercial	AW1.2	Bid validity period
Commercial	AW1.3	Certificate of bona fide Bid
Commercial	AW4.1	Compliance to the Contract Terms
Commercial	AW4.2	Changes to the Contract Terms
Commercial	AW6.3	Compliance to the Non-Disclosure Agreement
Commercial	AW6.4	Changes to the Non-Disclosure Agreement
Price	AW5.1	Firm and fixed price
Price	AW5.3	Maximum Budget
Quality	AW6.1	Compliance to the Specification
Quality	AW6.2	Variable Bids
-	-	Request for Proposal response – received on time within the e-sourcing tool
<p>In the event of a Bidder failing to meet the requirements of a Mandatory pass / fail criteria, the Contracting Authority reserves the right to disqualify the Bidder and not consider evaluation of the any of the selection stage scoring methodology, nor the Award stage scoring methodology or Mandatory pass / fail criteria.</p>		

5.4.2. The Award stage of due process shall be marked against the following Award scoring criteria.

5.4.3. The evaluation model below shall be used for this RFP which will be determined to two decimal places.

5.4.4. Questions marked ‘for information only’ do not contribute to the scoring model.

Award Scoring criteria			
Evaluation Justification Statement			
<p>In consideration of this particular requirement the Contracting Authority has decided to evaluate Potential Providers by adopting the weightings/scoring mechanism detailed within this RFP. The Contracting Authority considers these weightings to be in line with existing best practice for a requirement of this type.</p>			
Questionnaire	Q No.	Question Subject	Maximum Marks
Price	AW5.2	Price	20%
Quality	PROJ1.1	Approaches and Methodology	30%

Quality	PROJ1.2	Staff to Deliver	20%
Quality	PROJ1.3	Project Management, Quality Assurance, Risk Management and Mitigation	10%
Quality	PROJ1.4	Stakeholder Engagement	10%
Quality	PROJ1.5	Social Value	10%

Award Evaluation of criteria

Non-Price elements

Each question will be evaluated on a score from 0 to 100, which shall be subjected to a multiplier to reflect the percentage of the evaluation criteria allocated to that question.

Where an evaluation criterion is worth 20% then the 0-100 score achieved will be multiplied by 20%.

Example if a Bidder scores 60 from the available 100 points this will equate to 12% by using the following calculation:

$$\text{Score} = \{\text{weighting percentage}\} \times \{\text{bidder's score}\} = 20\% \times 60 = 12$$

The same logic will be applied to groups of questions which equate to a single evaluation criterion.

The 0-100 score shall be based on (unless otherwise stated within the question):

0	The Question is not answered, or the response is completely unacceptable.
10	Extremely poor response – they have completely missed the point of the question.
20	Very poor response and not wholly acceptable. Requires major revision to the response to make it acceptable. Only partially answers the requirement, with major deficiencies and little relevant detail proposed.
40	Poor response only partially satisfying the question requirements with deficiencies apparent. Some useful evidence provided but response falls well short of expectations. Low probability of being a capable supplier.
60	Response is acceptable but remains basic and could have been expanded upon. Response is sufficient but does not inspire.
80	Good response which describes their capabilities in detail which provides high levels of assurance consistent with a quality provider. The response includes a full description of techniques and measurements currently employed.
100	Response is exceptional and clearly demonstrates they are capable of meeting the requirement. No significant weaknesses noted. The response is compelling in its description of techniques and measurements currently employed, providing full assurance consistent with a quality provider.

All questions will be scored based on the above mechanism. Please be aware that there may be multiple evaluators. If so, their individual scores will be averaged (mean) to determine your final score as follows:

Example

Evaluator 1 scored your bid as 60

Evaluator 2 scored your bid as 40
 Evaluator 3 scored your bid as 80
 Evaluator 4 scored your bid as 60
 Your final score will $(60+40+80+60) \div 4 = 60$

Once the above evaluation process has been undertaken and the scores are apportioned by evaluator(s) this will then be subject to an independent commercial review and moderation meeting, if required by the commercial lead, any and all changes will be formally recorded relative to the regulatory obligations associated with this procurement, so as to ensure that the procurement has been undertaken in a robust and transparent way.

Price elements will be evaluated on the following criteria.

The lowest price for a response which meets the pass criteria shall score 100.

All other bids shall be scored on a pro rata basis in relation to the lowest price. The score is then subject to a multiplier to reflect the percentage value of the price criterion.

For example - Bid 1 £100,000 scores 100.

Bid 2 £120,000 differential of £20,000 or 20% remove 20% from price scores 80

Bid 3 £150,000 differential £50,000 remove 50% from price scores 50.

Bid 4 £175,000 differential £75,000 remove 75% from price scores 25.

Bid 5 £200,000 differential £100,000 remove 100% from price scores 0.

Bid 6 £300,000 differential £200,000 remove 100% from price scores 0.

Where the scoring criterion is worth 50% then the 0-100 score achieved will be multiplied by 50

In the example if a supplier scores 80 from the available 100 points this will equate to 40% by using the following calculation: $\text{Score}/\text{Total Points}$ multiplied by 50 $(80/100 \times 50 = 40)$

The lowest score possible is 0 even if the price submitted is more than 100% greater than the lowest price.

This evaluation criteria will therefore not be subject to any averaging, as this is a mathematical scoring criteria, but will still be subject to a commercial review.

Evaluation process

5.4.5. The evaluation process will feature some, if not all, the following phases

Stage	Summary of activity
Receipt and Opening	<ul style="list-style-type: none"> • RFP logged upon opening in alignment with UK SBS's procurement procedures. • Any RFP Bid received after the closing date will be rejected unless circumstances attributed to the Contracting Authority or the e-sourcing tool beyond the bidder control are responsible for late submission.
Compliance check	<ul style="list-style-type: none"> • Check all Mandatory requirements are acceptable to the Contracting Authority. • Unacceptable Bids maybe subject to clarification by the Contracting Authority or rejection of the Bid.
Scoring of the Bid	<ul style="list-style-type: none"> • Evaluation team will independently score the Bid and provide a commentary of their scoring justification against the criteria.
Clarifications	<ul style="list-style-type: none"> • The Evaluation team may require written clarification to Bids
Re - scoring of the Bid and Clarifications	<ul style="list-style-type: none"> • Following Clarification responses, the Evaluation team reserve the right to independently re-score the Bid and Clarifications and provide a commentary of their re-scoring justification against the Selection criteria.
Moderation meeting (if required to reach an award decision)	<ul style="list-style-type: none"> • To review the outcomes of the Commercial review • To agree final scoring for each Bid, relative rankings of the Bids • To confirm contents of the Standstill letters to provide details of scoring and relative feedback on the unsuccessful Bidders response in comparison with the successful Bidders response
Due diligence of the Bid	<ul style="list-style-type: none"> • the Contracting Authority may request the following requirements at any stage of the Procurement. • Submission of insurance documents from the Bidder • Request for evidence of documents / accreditations referenced in the / Request for Proposal response / Bid and / or Clarifications from the Bidder • Taking up of Bidder references from the Bidders Customers. • Financial Credit check for the Bidder
Validation of unsuccessful Bidders	<ul style="list-style-type: none"> • To confirm contents of the letters to provide details of scoring and meaningful feedback on the unsuccessful Bidders Bid in comparison with the successful Bidders Bid.

Section 6 – Selection and award questionnaires

Section 6 – Selection questionnaire

6.1. Introduction

The Selection questionnaires are located in the within the e-sourcing tool.

Guidance on **how to register and use the e-sourcing portal** are is available at <http://www.ukpbs.co.uk/services/procure/Pages/supplier.aspx>

PLEASE NOTE THE QUESTIONS ARE NOT NUMBERED SEQUENTIALLY

Section 6 – Award questionnaire

- 6.2. The Award questionnaires are located within the e-sourcing tool.
- 6.3. Guidance on completion of the questions is available at <http://www.uksbs.co.uk/services/procure/Pages/supplier.aspx>

PLEASE NOTE THE QUESTIONS ARE NOT NUMBERED SEQUENTIALLY

Section 7 – General information

7.1. Introduction

- 7.1.1. The Contracting Authority wishes to establish a Contract for the provision of Land Use Platform - A Holistic Assessment of Agriculture and Land Use Strategies to Achieve Net Zero. The Contracting Authority is managing this procurement process in accordance with Public Procurement (as may be amended from time to time) (the “Regulations”). This is a services Contract being procured under the Open Procedure.
- 7.1.2. The Contracting Authority is procuring the Contract for add for its exclusive use.
- 7.1.3. UK SBS and the Contracting Authority logo, trademarks and other identifying marks are proprietary and may not be incorporated in the Companies response without or the Contracting Authority’s written permission.
- 7.1.4. The Bidder shall indemnify and keep indemnified UK SBS and the Contracting Authority against all actions, claims, demands, proceedings, damages, costs, losses, charges and expenses whatsoever in respect of any breach by the Bidder of this document.
- 7.1.5. If there is any doubt with regard to the ambiguity of any question or content contained in this questionnaire then PLEASE ASK a clarification question, but please ensure that your question is via the formal clarification process in writing to the UK SBS representative nominated. No approach of any kind in connection with this opportunity should be made to any other person within or associated with UK SBS or the Contracting Authority. All information secured outside of this named contact shall have no legal standing or worth and should not be relied upon.
- 7.1.6. It remains the responsibility of the Bidder to keep UK SBS and the Contracting Authority informed of any matter that may affect continued qualification
- 7.1.7. Prior to commencing formal evaluation, Submitted Responses will be checked to ensure they are fully compliant with the Pass / Fail criteria within the Evaluation model. Non-compliant Submitted Responses may be rejected by the Contracting Authority. Submitted Responses which are deemed by the Contracting Authority to be fully compliant will proceed to evaluation. These will be evaluated using the criteria and scores detailed in the matrix set out in [Section 5](#).
- 7.1.8. Whilst it is the Contracting Authority’s intention to purchase the majority of its services under this Contract Arrangement from the Supplier(s) appointed this does not confer any exclusivity on the appointed Suppliers. The Contracting Authority and any relevant Other Public Bodies reserve the right to purchase any services (including those similar to the services covered by this procurement) from any Supplier outside of this Contract.
- 7.1.9. The Contracting Authority reserves the right not to conclude a Contract as a result of the current procurement process. Bidders should review the contents of Section 7 paragraph 7.8.1 when considering submitting their Response.
- 7.1.10. The services covered by this procurement exercise have NOT been sub-divided into Lots.

- 7.1.11. The Contracting Authority shall utilise the Delta eSourcing Procurement Tool available at <https://uksbs.delta-esourcing.com/> to conduct this procurement. There will be no electronic auction following the conclusion of the evaluation of the Request for Proposal (RFP) responses. Bidders will be specifically advised where attachments are permissible to support a question response within the e-sourcing tool. All enquiries with respect to problems or functionality within the tool may be submitted to Delta eSourcing on 0845 270 7050
- 7.1.12. Please utilise the messaging system within the e-sourcing tool located at <https://uksbs.delta-esourcing.com/> within the timescales detailed in [Section 3](#). if you have any doubt as to what is required or will have difficulty in providing the information requested. Bidders should note that any requests for clarifications may not be considered by the Contracting Authority if they are not articulated by the Bidder within the discussion forum within the e-sourcing tool.
- 7.1.13. Bidders should read this document, Stage One: Overview Section. messages and the evaluation questionnaires carefully before completing the Response submission. Failure to comply with any of these instructions for completion and submission of the Submitted Response may result in the rejection of the Response. Bidders are advised therefore to acquaint themselves fully with the extent and nature of the services and contractual obligations. These instructions constitute the Conditions of Response. Participation in the RFP process automatically signals that the Bidder accepts these Conditions.
- 7.1.14. All material issued in connection with this RFP shall remain the property of the Contracting Authority and/or as applicable relevant OPB and shall be used only for the purpose of this procurement. All Due Diligence Information shall be either returned to the Contracting Authority or securely destroyed by the Bidder (at the Contracting Authority's option) at the conclusion of the procurement
- 7.1.15. The Bidder shall ensure that each and every sub-contractor, consortium member and adviser abide by the terms of these instructions and the Conditions of Response.
- 7.1.16. The Bidder shall not make contact with any other employee, agent or consultant of UK SBS or the Contracting Authority or any relevant OPB or Customer who are in any way connected with this procurement during the period of this procurement, unless instructed otherwise by the Contracting Authority.
- 7.1.17. The Contracting Authority shall not be committed to any course of action as a result of:
- 7.1.17.1. issuing this RFP or any invitation to participate in this procurement ;
 - 7.1.17.2. an invitation to submit any Response in respect of this procurement;
 - 7.1.17.3. communicating with a Bidder or a Bidder's representatives or agents in respect of this procurement; or
 - 7.1.17.4. any other communication between UK SBS, the Contracting Authority and/or any relevant OPB (whether directly or by its agents or representatives) and any other party.
- 7.1.18. Bidders shall accept and acknowledge that by issuing this RFP the Contracting Authority shall not be bound to accept any Response and reserves the right not to conclude a Contract for some or all of the services for which Responses are invited.
- 7.1.19. The Contracting Authority reserves the right to amend, add to or withdraw all or any part of this RFP at any time during the procurement.

- 7.1.20. Bidders should not include in the Response any extraneous information which has not been specifically requested in the RFP including, for example, any sales literature, standard terms of trading etc. Any such information not requested but provided by the Bidder shall not be considered by the Contracting Authority.
- 7.1.21. If the Bidder is a consortium, the following information must be provided: full details of the consortium; and the information sought in this RFP in respect of each of the consortium's constituent members as part of a single composite response. Potential Providers should provide details of the actual or proposed percentage shareholding of the constituent members within the consortium as indicated in the relevant section of the selection questionnaire SEL1.9 specifically refers. If a consortium is not proposing to form a corporate entity, full details of alternative proposed arrangements should be provided as indicated in the relevant section of the RFP. However, please note the Contracting Authority reserves the right to require a successful consortium to form a single legal entity in accordance with regulation 19(6) of the Regulations. The Contracting Authority 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 the Contracting Authority so that it can make a further assessment by applying the selection criteria to the new information provided and consider rejection of the Response if the Contracting Authority reasonably consider the change to have a material impact of the delivery of the viability of the Response.

7.2. Bidder conference

- 7.2.1. A Bidders' Conference will not be held in conjunction with this procurement

7.3. Confidentiality

- 7.3.1. Subject to the exceptions referred to in paragraph 7.3.2, the contents of this RFP are being made available by the Contracting Authority on condition that:
- 7.3.1.1. Bidders shall at all times treat the contents of the RFP and any related documents (together called the 'Information') as confidential, save in so far as they are already in the public domain;
 - 7.3.1.2. Bidders shall not disclose, copy, reproduce, distribute or pass any of the Information to any other person at any time or allow any of these things to happen;
 - 7.3.1.3. Bidders shall not use any of the Information for any purpose other than for the purposes of submitting (or deciding whether to submit) a Response; and
 - 7.3.1.4. Bidders shall not undertake any publicity activity within any section of the media in relation to this procurement
- 7.3.2. Bidders may disclose, distribute or pass any of the Information to the Bidder's advisers, sub-contractors or to another person provided that either:
- 7.3.2.1. This is done for the sole purpose of enabling a Response to be submitted and the person receiving the Information undertakes in writing to keep the Information confidential on the same terms as if that person were the Bidder; or
 - 7.3.2.2. The disclosure is made for the sole purpose of obtaining legal advice from external lawyers in relation to the procurement or to any Contract arising from it; or
 - 7.3.2.3. The Bidder is legally required to make such a disclosure

- 7.3.3. In paragraphs 7.3.1 and 7.3.2 above the term 'person' includes but is not limited to any person, firm, body or association, corporate or incorporate.
- 7.3.4. UK SBS and the Contracting Authority may disclose detailed information relating to Responses to its employees, agents or advisers and they may make any of the Contract documents available for private inspection by its officers, employees, agents or advisers. UK SBS and the Contracting Authority also reserve the right to disseminate information that is materially relevant to the procurement to all Bidders, even if the information has only been requested by one Bidder, subject to the duty to protect each Bidder's commercial confidentiality in relation to its Response (unless there is a requirement for disclosure as explained in paragraphs 7.4.1 to 7.4.3 below).
- 7.3.5. All Central Government Departments and their Executive Agencies and Non-Departmental Public Bodies are subject to control and reporting within Government. In particular, they report to the Cabinet Office and HM Treasury for all expenditure. Further, the Cabinet Office has a cross-Government role delivering overall Government policy on public procurement - including ensuring value for money and related aspects of good procurement practice.

For these purposes, the Contracting Authority may disclose within Government any of the Bidders documentation/information (including any that the Bidder considers to be confidential and/or commercially sensitive such as specific bid information) submitted by the Bidder to the Contracting Authority during this Procurement. Subject to section 7.4 below, the information will not be disclosed outside Government. Bidders taking part in this RFP consent to these terms as part of the competition process.

- 7.3.6. The Government introduced its new Government Security Classifications ("GSC") classification scheme to replace the current Government Protective Marking System ("GPMS"). A key aspect of this is the reduction in the number of security classifications used. All Bidders are encouraged to make themselves aware of the changes and identify any potential impacts in their Bid, as the protective marking and applicable protection of any material passed to, or generated by, you during the procurement process or pursuant to any Contract awarded to you as a result of this tender process will be subject to the new GSC from 2nd April 2014. The link below to the Gov.uk website provides information on the new GSC:
<https://www.gov.uk/government/publications/government-security-classifications>
- 7.3.7. The Contracting Authority reserves the right to amend any security related term or condition of the draft contract accompanying this RFP to reflect any changes introduced by the GSC. In particular where this RFP is accompanied by any instructions on safeguarding classified information (e.g. a Security Aspects Letter) as a result of any changes stemming from the new GSC, whether in respect of the applicable protective marking scheme, specific protective markings given, the aspects to which any protective marking applies or otherwise. This may relate to the instructions on safeguarding classified information (e.g. a Security Aspects Letter) as they apply to the procurement as they apply to the procurement process and/or any contracts awarded to you as a result of the procurement process.

USEFUL INFORMATION LINKS

- [Contracts Finder](#)
- [Find a Tender](#)
- [Equalities Act introduction](#)
- [Bribery Act introduction](#)
- [Freedom of information Act](#)

7.4. Freedom of information

- 7.4.1. In accordance with the obligations and duties placed upon public authorities by the Freedom of Information Act 2000 (the 'FoIA') and the Environmental Information Regulations 2004 (the 'EIR') (each as amended from time to time), UK SBS and the Contracting Authority may be required to disclose information submitted by the Bidder to the to the Contracting Authority.
- 7.4.2. In respect of any information submitted by a Bidder that it considers to be commercially sensitive the Bidder should complete the Freedom of Information declaration question defined in the Question FOI1.2.
- 7.4.3. Where a Bidder identifies information as commercially sensitive, the Contracting Authority will endeavour to maintain confidentiality. Bidders should note, however, that, even where information is identified as commercially sensitive, the Contracting Authority may be required to disclose such information in accordance with the FoIA or the Environmental Information Regulations. In particular, the Contracting Authority is required to form an independent judgment concerning whether the information is exempt from disclosure under the FoIA or the EIR and whether the public interest favours disclosure or not. Accordingly, the Contracting Authority cannot guarantee that any information marked 'confidential' or "commercially sensitive" will not be disclosed.
- 7.4.4. Where a Bidder receives a request for information under the FoIA or the EIR during the procurement, this should be immediately passed on to the Contracting Authority and the Bidder should not attempt to answer the request without first consulting with the Contracting Authority.
- 7.4.5. Bidders are reminded that the Government's transparency agenda requires that sourcing documents, including RFP templates such as this, are published on a designated, publicly searchable web site, and, that the same applies to other sourcing documents issued by the Contracting Authority, and any contract entered into by the Contracting Authority with its preferred supplier once the procurement is complete. By submitting a response to this RFP Bidders are agreeing that their participation and contents of their Response may be made public.

7.5. Response Validity

- 7.5.1. Your Response should remain open for consideration for a period of 90 days. A Response valid for a shorter period may be rejected.

7.6. Timescales

- 7.6.1. [Section 3](#) of the RFP sets out the proposed procurement timetable. The Contracting Authority reserves the right to extend the dates and will advise potential Bidders of any change to the dates.

7.7. The Contracting Authority's Contact Details

- 7.7.1. Unless stated otherwise in these Instructions or in writing from UK SBS or the Contracting Authority, all communications from Bidders (including their sub-contractors, consortium members, consultants and advisers) during the period of this procurement must be directed through the e-sourcing tool to the designated UK SBS contact.
- 7.7.2. All enquiries with respect to access to the e-sourcing tool may be submitted to Delta eSourcing on 0845 270 7050 please note this is a free self-registration website and this can be done by completing the online questionnaire at <https://uksbs.delta-esourcing.com/>
- 7.7.3. Bidders should be mindful that the designated Contact should not under any circumstances be sent a copy of their Response outside of the e-sourcing tool. Failure to follow this requirement will result in disqualification of the Response.

7.8. Preparation of a Response

- 7.8.1. Bidders must obtain for themselves at their own responsibility and expense all information necessary for the preparation of Responses. Bidders are solely responsible for all costs, expenses and other liabilities arising in connection with the preparation and submission of their Response and all other stages of the selection and evaluation process. Under no circumstances will UK SBS or the Contracting Authority, or any of their advisers, be liable for any such costs, expenses or liabilities borne by Bidders or their sub-contractors, suppliers or advisers in this process.
- 7.8.2. Bidders are required to complete and provide all information required by the Contracting Authority in accordance with the Conditions of Response and the Request for Proposal. Failure to comply with the Conditions and the Request for Proposal may lead the Contracting Authority to reject a Response.
- 7.8.3. The Contracting Authority relies on Bidders' own analysis and review of information provided. Consequently, Bidders are solely responsible for obtaining the information which they consider is necessary in order to make decisions regarding the content of their Responses and to undertake any investigations they consider necessary in order to verify any information provided to them during the procurement.
- 7.8.4. Bidders must form their own opinions, making such investigations and taking such advice (including professional advice) as is appropriate, regarding their Responses, without reliance upon any opinion or other information provided by the Contracting Authority or their advisers and representatives. Bidders should notify the Contracting Authority promptly of any perceived ambiguity, inconsistency or omission in this RFP, any of its associated documents and/or any other information issued to them during the procurement.
- 7.8.5. Bidders must ensure that each response to a question is within any specified word count. Any responses with words in excess of the word count will only be considered up to the point where they meet the word count, any additional words beyond the volume defined in the word count will not be considered by the evaluation panel.

- 7.8.6. Bidders must ensure that each response to a question is not cross referenced to a response to another question. In the event of a Bidder adding a cross reference it will not be considered in evaluation.

7.9. Submission of Responses

- 7.9.1. The Response must be submitted as instructed in this document through the e-sourcing tool. Failure to follow the instruction within each Section of this document, to omit responses to any of the questions or to present your response in alignment with any guidance notes provided may render the Response non-compliant and it may be rejected.
- 7.9.2. The Contracting Authority may at its own absolute discretion extend the closing date and the time for receipt of Responses specified [Section 3](#).
- 7.9.3. Any extension to the RFP response period will apply to all Bidders.
- 7.9.4. Any financial data provided must be submitted in or converted into pounds sterling. Where official documents include financial data in a foreign currency, a sterling equivalent must be provided. Failure to adhere to this requirement will result in the Response not being considered.
- 7.9.5. The Contracting Authority do not accept responsibility for the premature opening or mishandling of Responses that are not submitted in accordance with the instructions of this document.
- 7.9.6. The Response and any documents accompanying it must be in the English language
- 7.9.7. Bidders must submit their response through the e-sourcing tool, unless explicitly requested by the Contracting Authority either in the procurement documents or via a formal clarification from the Contracting Authority. Responses received by any other method than requested will not be considered for the opportunity.
- 7.9.8. Responses will be submitted any time up to the date indicated in [Section 3](#). Responses received before this deadline will be retained in a secure environment, unopened until this deadline has passed.
- 7.9.9. Responses received after the date indicated in [Section 3](#) shall not be considered by the Contracting Authority, unless the Bidder can justify that the reason for the delay is solely attributable to the Contracting Authority
- 7.9.9.1. The Bidder must demonstrate irrefutable evidence in writing they have made best endeavours to ensure the Response was received on time and that the issue was beyond their control.
 - 7.9.9.2. Any request for a late Response to be considered must be emailed to the Buyer in [Section 3](#) in advance of 'the deadline' if a bidder believes their Response will be received late.
 - 7.9.9.3. The Contracting Authority reserves the right to accept or reject any late Response without justification to the affected Bidder and make no guarantee it will consider any request for a late Response to be considered.
- 7.9.10. Do not seek changes to the Bid after responses have been submitted and the deadline (date and time) for receipt of responses has passed.

7.10. Canvassing

- 7.10.1. Any Bidder who directly or indirectly canvasses any employee, or agent of UK SBS, the Contracting Authority or its members or any relevant OPB or any of its employees concerning the establishment of the Contract or who directly or indirectly obtains or attempts to obtain information from any such officer, member, employee or agent or concerning any other Bidder, Response or proposed Response will be disqualified.

7.11. Disclaimers

- 7.11.1. Whilst the information in this RFP, Due Diligence Information and supporting documents has been prepared in good faith, it does not purport to be comprehensive nor has it been independently verified.
- 7.11.2. Neither UK SBS, the Contracting Authority, nor any relevant OPB's nor their advisors, nor their respective directors, officers, members, partners, employees, other staff or agents:
- 7.11.2.1. makes any representation or warranty (express or implied) as to the accuracy, reasonableness or completeness of the RFP; or
 - 7.11.2.2. accepts any responsibility for the information contained in the RFP or for their fairness, accuracy or completeness of that information nor shall any of them be liable for any loss or damage (other than in respect of fraudulent misrepresentation) arising as a result of reliance on such information or any subsequent communication.
- 7.11.3. Any persons considering making a decision to enter into contractual relationships with the Contracting Authority and/or, as applicable, relevant OPB following receipt of the RFP should make their own investigations and their own independent assessment of the Contracting Authority and/or, as applicable, relevant OPB and its requirements for the services and should seek their own professional financial and legal advice. For the avoidance of doubt the provision of clarification or further information in relation to the RFP or any other associated documents (including the Schedules) is only authorised to be provided following a query made in accordance with Paragraph 7.15 of this RFP.

7.12. Collusive behaviour

- 7.12.1. Any Bidder who:
- 7.12.1.1. fixes or adjusts the amount of its Response by or in accordance with any agreement or arrangement with any other party; or
 - 7.12.1.2. communicates to any party other than UK SBS, the Contracting Authority or, as applicable, relevant OPB the amount or approximate amount of its proposed Response or information which would enable the amount or approximate amount to be calculated (except where such disclosure is made in confidence in order to obtain quotations necessary for the preparation of the Response or insurance or any necessary security); or
 - 7.12.1.3. enters into any agreement or arrangement with any other party that such other party shall refrain from submitting a Response; or
 - 7.12.1.4. enters into any agreement or arrangement with any other party as to the amount of any Response submitted; or
 - 7.12.1.5. offers or agrees to pay or give or does pay or give any sum or sums of money, inducement or valuable consideration directly or indirectly to any party for doing or having done or causing or having caused to be

done in relation to any other Response or proposed Response, any act or omission, shall (without prejudice to any other civil remedies available to the Contracting Authority and without prejudice to any criminal liability which such conduct by a Bidder may attract) be disqualified.

7.13. No inducement or incentive

- 7.13.1. The RFP is issued on the basis that nothing contained in it shall constitute an inducement or incentive nor shall have in any other way persuaded a Bidder to submit a Response or enter into the Contract or any other contractual agreement.

7.14. Acceptance of the Contract

- 7.14.1. The Bidder in submitting the Response undertakes that in the event of the Response being accepted by the Contracting Authority and the Contracting Authority confirming in writing such acceptance to the Bidder, the Bidder will within two days of being called upon to do so by the Contracting Authority execute the Contract in the form set out in the Contract Terms or in such amended form as may subsequently be agreed.
- 7.14.2. The Contracting Authority shall be under no obligation to accept the lowest priced or any Response.

7.15. Queries relating to the Response

- 7.15.1. All requests for clarification about the requirements or the process of this procurement shall be made in through the e-sourcing tool unless where the e-sourcing tool is unavailable due to Delta eSourcing system maintenance or failure, in this instance all clarifications shall be by email to the contact defined in [Section 3](#).
- 7.15.2. The Contracting Authority will endeavour to answer all questions as quickly as possible but cannot guarantee a minimum response time.
- 7.15.3. In the event of a Bidder requiring assistance uploading a clarification to the e-sourcing portal they should use the contact details defined in [Section 3](#).
- 7.15.4. No further requests for clarifications will be accepted after 10 days prior to the date for submission of Responses.
- 7.15.5. In order to ensure equality of treatment of Bidders, the Contracting Authority intends to publish the questions and clarifications raised by Bidders together with the Contracting Authority's responses (but not the source of the questions) to all participants on a regular basis.
- 7.15.6. Bidders should indicate if a query is of a commercially sensitive nature – where disclosure of such query and the answer would or would be likely to prejudice its commercial interests. However, if the Contracting Authority at its sole discretion does not either; consider the query to be of a commercially confidential nature or one which all Bidders would potentially benefit from seeing both the query and the Contracting Authority's response, the Contracting Authority will:
- 7.15.6.1. invite the Bidder submitting the query to either declassify the query and allow the query along with the Contracting Authority's response to be circulated to all Bidders; or

- 7.15.6.2. request the Bidder, if it still considers the query to be of a commercially confidential nature, to withdraw the query prior to the end of the closing date and time for Bidder clarifications.

7.15.7. The Contracting Authority reserves the right not to respond to a request for clarification or to circulate such a request where it considers that the answer to that request would or would be likely to prejudice its commercial interests.

7.16. Amendments to Response Documents

7.16.1. At any time prior to the deadline for the receipt of Responses, the Contracting Authority may modify the RFP by amendment. Any such amendment will be numbered and dated and issued by the Contracting Authority to all prospective Bidders. In order to give prospective Bidders reasonable time in which to take the amendment into account in preparing their Responses, the Contracting Authority may, at its discretion, extend the time and/or date for receipt of Responses.

7.17. Modification and withdrawal

7.17.1. Bidders may modify their Response where allowable within the e-sourcing tool. No Response may be modified after the deadline for submission of Responses.

7.17.2. Bidders may withdraw their Response at any time prior the deadline for submission of Responses [or any other time prior to accepting the offer of a Contract]. The notice to withdraw the Response must be in writing and sent to the Contracting Authority by recorded delivery or equivalent service and delivered to the Head of Policy UK SBS at UK Shared Business Services Ltd, Procurement, Polaris House, North Star Avenue, Swindon, Wiltshire, SN2 1ET

7.18. Right to disqualify or reject

- 7.18.1. The Contracting Authority reserves the right to reject or disqualify a Bidder where
 - 7.18.1.1. the Bidder fails to comply fully with the requirements of this Request for Proposal or presents the response in a format contrary to the requirements of this document; and/or
 - 7.18.1.2. the Bidder is guilty of serious misrepresentation in relation to its Response; expression of interest; or the Response process; and/or
 - 7.18.1.3. there is a change in identity, control, financial standing or other factor impacting on the selection and/or evaluation process affecting the Bidder.

7.19. Right to cancel, clarify or vary the process

- 7.19.1. The Contracting Authority reserves the right to:
 - 7.19.1.1. cancel the evaluation process at any stage; and/or
 - 7.19.1.2. require the Bidder to clarify its Response in writing and/or provide additional information. (Failure to respond adequately may result in the Bidder not being selected),

7.20. Notification of award

7.20.1. The Contracting Authority will notify the successful Bidder of the Contract award in writing and will publish an Award Notice in Find a Tender in accordance with the Regulations within 30 days of the award of the contract.

7.20.2. As required by the Regulations all successful and unsuccessful Bidders will be provided with an email advising the outcome of the submission of their RFP response.

Section 7 – General Information

What makes a good bid – some simple do's 😊

DO:

Do comply with Procurement document instructions. Failure to do so may lead to disqualification.

Do provide the Bid on time, and in the required format. Remember that the date/time given for a response is the last date that it can be accepted; we are legally bound to disqualify late submissions. Responses received after the date indicated in the RFP shall not be considered by the Contracting Authority, unless the Bidder can justify that the reason for the delay, is solely attributable to the Contracting Authority

Do ensure you have read all the training materials to utilise e-sourcing tool prior to responding to this Bid. If you send your Bid by email or post it will be rejected.

Do use Microsoft Word, PowerPoint Excel 97-03 or compatible formats, or PDF unless agreed in writing by the Buyer. If you use another file format without our written permission, we may reject your Bid.

Do ensure you utilise the Delta eSourcing messaging system to raise any clarifications to our RFP. You should note that we will release the answer to the question to all Bidders and where we suspect the question contains confidential information, we may modify the content of the question to protect the anonymity of the Bidder or their proposed solution

Do answer the question, it is not enough simply to cross-reference to a 'policy', web page or another part of your Bid, the evaluation team have limited time to assess bids and if they can't find the answer, they can't score it.

Do consider who the Contracting Authority is and what they want – a generic answer does not necessarily meet every Contracting Authority's needs.

Do reference your documents correctly, specifically where supporting documentation is requested e.g. referencing the question/s they apply to.

Do provide clear, concise and ideally generic contact details; telephone numbers, e-mails and fax details.

Do complete all questions in the questionnaire or we may reject your Bid.

Do ensure that the Response and any documents accompanying it are in the English Language, the Contracting Authority reserve the right to disqualify any full or part responses that are not in English.

Do check and recheck your Bid before dispatch.

What makes a good bid – some simple do not's ☹

DO NOT

Do not cut and paste from a previous document and forget to change the previous details such as the previous buyer's name.

Do not attach 'glossy' brochures that have not been requested, they will not be read unless we have asked for them. Only send what has been requested and only send supplementary information if we have offered the opportunity so to do.

Do not share the Procurement documents, they may be confidential and should not be shared with anyone without the Buyers written permission.

Do not seek to influence the procurement process by requesting meetings or contacting UK SBS or the Contracting Authority to discuss your Bid. If your Bid requires clarification the Buyer will contact you. All information secured outside of formal Buyer communications shall have no Legal standing or worth and should not be relied upon.

Do not contact any UK SBS staff or the Contracting Authority staff without the Buyers written permission or we may reject your Bid.

Do not collude to fix or adjust the price or withdraw your Bid with another Party as we will reject your Bid.

Do not offer UK SBS or the Contracting Authority staff any inducement or we will reject your Bid.

Do not seek changes to the Bid after responses have been submitted and the deadline for Bids to be submitted has passed.

Do not cross reference answers to external websites or other parts of your Bid, the cross references and website links will not be considered.

Do not exceed word counts, the additional words will not be considered.

Do not make your Bid conditional on acceptance of your own Terms of Contract, as your Bid will be rejected.

Do not unless explicitly requested by the Contracting Authority either in the procurement documents or via a formal clarification from the Contracting Authority send your response by any way other than via e-sourcing tool. Responses received by any other method than requested will not be considered for the opportunity.

Appendix 'A' Glossary of Terms

TERM	MEANING
“UK SBS”	means UK Shared Business Services Ltd herein after referred to as UK SBS.
“Bid”, “Response”, “Submitted Bid”, or “RFP Response”	means the Bidders formal offer in response to this Request for Proposal
“Bidder(s)”	means the organisations being invited to respond to this Request for Proposal
“Central Purchasing Body”	means a duly constituted public sector organisation which procures supplies/services/works for and on behalf of contracting authorities
“Conditions of Bid”	means the terms and conditions set out in this RFP relating to the submission of a Bid
“Contract”	means the agreement to be entered by the Contracting Authority and the Supplier following any award under the procurement
“Contracting Bodies”	means the Contracting Authority and any other contracting authorities described in the Find a Tender Contract Notice
“Contracting Authority”	A public body regulated under the Public Procurement Regulations on whose behalf the procurement is being run
“Customer”	means the legal entity (or entities) for which any Contract agreed will be made accessible to.
“Due Diligence Information”	means the background and supporting documents and information provided by the Contracting Authority for the purpose of better informing the Bidders responses to this Request for Proposal
“EIR”	mean the Environmental Information Regulations 2004 together with any guidance and/or codes of practice issued by the Information Commissioner or relevant Government department in relation to such regulations
“Find a Tender”	Means the UK Government Portal that superseded the OJEU as from 1/1/2021 https://www.find-tender.service.gov.uk/Search
“FoIA”	means the Freedom of Information Act 2000 and any subordinate legislation made under such Act from time to time together with any guidance and/or codes of practice issued by the Information Commissioner or relevant Government department in relation to such legislation
“Further Competition”	means re-opening competition under a framework if applicable to this procurement
“Mandatory”	Means a pass / fail criteria which must be met in order for a Bid to be considered, unless otherwise specified.
“Named Procurement person ”	means the single point of contact for the Contracting Authority based in UK SBS that will be dealing with the procurement
“Order”	means an order for served by any Contracting Body on the Supplier
“Other Public Bodies”	means all Contracting Bodies except the Contracting Authority
“Request for Proposal” or “RFP”	means this Request for Proposal documentation and all related documents published by the Contracting Authority and made available to Bidders and includes the Due Diligence Information. NOTE: This document is often referred to as an Invitation to Tender within other organisations

“Supplier(s)”	means the organisation(s) awarded the Contract
“Supplies / Services / Works”	means any supplies/services and supplies or works set out at within Section [4] Specification