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NNNSI  
CES (Floor 6)  
Norfolk County Council  
County Hall  
Martineau Lane  
Norwich  
NR1 2SG

Your ref:  
Our ref: ECM 51949  
Date: 11 Apr 2018

Dear ██████████

**Award of contract - 'Produce Regional Invasive Alien Species Management Plans (Action A.5) to support the RAPID LIFE project: Holistic Management of IAS Species in Freshwater Aquatic, Riparian and Coastal Ecosystems - East of England Region.'**

Following your tender to **Produce Regional Invasive Alien Species Management Plans (Action A.5) to support the RAPID LIFE project: Holistic Management of IAS Species in Freshwater Aquatic, Riparian and Coastal Ecosystems, East of England Region** we are pleased to award this contract to you.

This letter (Award Letter) and its Annexes set out the terms of the contract between **Animal & Plant Health Agency** as the Customer and **Norfolk County Council** as the Contractor for the provision of the Services. Unless the context otherwise requires, capitalised expressions used in this Award Letter have the same meanings as in the terms and conditions of contract set out in Annex 1 to this Award Letter (the "**Conditions**"). In the event of any conflict between this Award Letter and the Conditions, this Award Letter shall prevail. Please do not attach any Contractor terms and conditions to this Award Letter as they will not be accepted by the Customer and may delay the conclusion of the Agreement.

For the purposes of the Agreement, the Customer and the Contractor agree as follows:

- 1) The Services shall be performed at the Contractor's premises and at least 2 stakeholder engagement events, as agreed with the Customer.
- 2) The charges for the Services shall be as set out in Annex 2. The Contractor's quotation dated 26 Mar 2018. Payment to be made on contract completion.

- 3) The specification of the Services to be supplied is as set out in Annex 3 Specification and the Contractor's methodology quotation dated 26 Mar 2018.
- 4) The Term shall commence on 12 April 2018 and the Expiry Date shall be 12 September 2018.
- 5) The address for notices of the Parties are:

**Customer**

**Animal & Plant Health Agency  
National Wildlife Management Centre,  
Wildlife Research and Control Team,  
Room 12G32,  
FERA  
Sand Hutton  
York  
YO41 1LZ**

**Contractor**

**Norfolk County Council  
County Hall  
Martineau Lane  
Norwich  
Norfolk  
NR1 2SG**

Attention: [REDACTED]

Attention: [REDACTED]

Email: [REDACTED]

Email: [REDACTED]

- 6) The following persons are Key Personnel for the purposes of the Agreement:

Name: [REDACTED] Project Manager

Name: [REDACTED]

Title: [REDACTED]  
Projects Officer.

## **Payment**

All invoices should be sent, referring to both:

RAPID LIFE (LIFE16 NAT/UK/000582): Action A5 – Produce Regional IAS Management Plans, and

a valid purchase order number (PO Number).

To: [Accounts-Payable.aph@sscl.gov.uk](mailto:Accounts-Payable.aph@sscl.gov.uk) or Shared Services Connected Limited, PO Box 790, Phoenix House, Celtic Springs Business Park, Newport, Gwent, NP10 8FZ. Within 10 Working Days of receipt of your acceptance of this letter via Bravo, we will send you a unique PO Number. You must be in receipt of a valid PO Number before submitting an invoice.

To avoid delay in payment it is important that the invoice is compliant and that it includes a valid PO Number, PO Number item number (if applicable) and the details (name and telephone number) of your Customer contact (i.e. Contract Manager). Non-compliant invoices will be sent back to you, which may lead to a delay in payment. If you have a

query regarding an outstanding payment please contact our Accounts Payable section either by email to [Accounts-Payable.aph@ssci.gov.uk](mailto:Accounts-Payable.aph@ssci.gov.uk) or by telephone 0845 603 7262 between 09:00-17:00 Monday to Friday.

## Liaison

For general liaison your contact will continue to be [REDACTED], Defra Group Commercial [REDACTED] Tel: 020 802 [REDACTED]

We thank you for your co-operation to date, and look forward to forging a successful working relationship resulting in a smooth and successful supply of the Goods.

Acceptance of the award of this contract will be made by electronic signature carried out in accordance with the 1999 EU Directive 99/93 (Community framework for electronic signatures) and the UK Electronic Communications Act 2000. Acceptance of the offer comprised in this Agreement must be made within 7 days from the date of this Award Letter and the Agreement is formed on the date on which the Contractor communicates acceptance on the Customer's electronic contract management system ("Bravo"). No other form of acknowledgement will be accepted. Please remember to quote the reference number above in any future communications relating to this contract

Yours sincerely

[REDACTED]

[REDACTED]  
Category Analyst  
Countryside Nature & Biodiversity Team  
Defra Group Commercial

T: 020 802 [REDACTED]

E: [REDACTED]



Department  
for Environment  
Food & Rural Affairs

**Annex 1**

**Short Form Contract**  
**Contract for Produce Regional**  
**Invasive Alien Species Management**  
**Plans (Action A.5) to support the**  
**RAPID LIFE project: Holistic**  
**Management of IAS Species in**  
**Freshwater Aquatic, Riparian and**  
**Coastal Ecosystems.**  
**East of England Region.**

**Contract Reference: ECM 51949**

**April 2018**

## Contents

1. Interpretation .....	1
2. Basis of Agreement .....	3
3. Supply of Services .....	3
4. Term .....	4
5. Charges, Payment and Recovery of Sums Due .....	4
6. Premises and equipment .....	6
7. Staff and Key Personnel .....	7
8. Assignment and sub-contracting.....	8
9. Intellectual Property Rights .....	8
10. Governance and Records .....	9
11. Confidentiality, Transparency and Publicity .....	10
12. Freedom of Information.....	11
13. Protection of Personal Data and Security of Data .....	12
14. Liability .....	13
15. Force Majeure .....	13
16. Termination .....	14
17. Compliance .....	15
18. Prevention of Fraud and Corruption.....	16
19. Dispute Resolution .....	16
20. General .....	17
21. Notices .....	18
22. Governing Law and Jurisdiction .....	18

# 1. Interpretation

## 1.1 In these terms and conditions:

Term	Description
“Agreement”	means the contract between (i) the Customer acting as part of the Crown and (ii) the Contractor constituted by the Contractor’s acceptance of the Award Letter via Bravo;
“Award Letter”	means the letter from the Customer to the Contractor printed above these terms and conditions;
“Bravo”	means the Customer’s electronic contract management system
“Central Government Body”	means a body listed in one of the following sub-categories of the Central Government classification of the Public Sector Classification Guide, as published and amended from time to time by the Office for National Statistics:  Government Department;  Non-Departmental Public Body or Assembly Sponsored Public Body (advisory, executive, or tribunal);  Non-Ministerial Department; or  Executive Agency;
“Charges”	means the charges for the Services as specified in the Award Letter;
“Confidential Information”	means all information, whether written or oral (however recorded), provided by the disclosing Party to the receiving Party and which (i) is known by the receiving Party to be confidential; (ii) is marked as or stated to be confidential; or (iii) ought reasonably to be considered by the receiving Party to be confidential;
“Contractor”	means the person named as Contractor in the Award Letter;
“Customer”	means the person identified in the letterhead of the Award Letter;

“DPA”	means the Data Protection Act 1998;
“Expiry Date”	means the date for expiry of the Agreement as set out in the Award Letter;
“FOIA”	means the Freedom of Information Act 2000;
“Information”	has the meaning given under section 84 of the FOIA;
“Key Personnel”	means any persons specified as such in the Award Letter or otherwise notified as such by the Customer to the Contractor in writing;
“Party”	the Contractor or the Customer (as appropriate) and “Parties” shall mean both of them;
“Personal Data”	means personal data (as defined in the DPA) which is processed by the Contractor or any Staff on behalf of the Customer pursuant to or in connection with this Agreement;
“Purchase Order Number”	means the Customer’s unique number relating to the order for Goods to be supplied by the Contractor to the Customer in accordance with the terms of the Agreement;
“Request for Information”	has the meaning set out in the FOIA or the Environmental Information Regulations 2004 as relevant (where the meaning set out for the term “request” shall apply);
“Services”	means the services to be supplied by the Contractor to the Customer under the Agreement;
“Specification”	means the specification for the Services (including as to quantity, description and quality) as specified in the Award Letter;
“Staff”	means all directors, officers, employees, agents, consultants and contractors of the Contractor and/or of any sub-contractor of the Contractor engaged in the performance of the Contractor’s obligations under the Agreement;
“Staff Vetting Procedures”	means vetting procedures that accord with good industry practice or, where applicable, the Customer’s procedures for the vetting of

	personnel as provided to the Contractor from time to time;
“Term”	means the period from the start date of the Agreement set out in the Award Letter to the Expiry Date as such period may be extended in accordance with Clause 4.2 or terminated in accordance with the terms and conditions of the Agreement;
“VAT”	means value added tax in accordance with the provisions of the Value Added Tax Act 1994; and
“Working Day”	means a day (other than a Saturday or Sunday) on which banks are open for business in the City of London.

- 1.2 In these terms and conditions, unless the context otherwise requires:
- 1.2.1 references to numbered clauses are references to the relevant clause in these terms and conditions;
- 1.2.2 any obligation on any Party not to do or omit to do anything shall include an obligation not to allow that thing to be done or omitted to be done;
- 1.2.3 the headings to the clauses of these terms and conditions are for information only and do not affect the interpretation of the Agreement;
- 1.2.4 any reference to an enactment includes reference to that enactment as amended or replaced from time to time and to any subordinate legislation or byelaw made under that enactment; and
- 1.2.5 the word ‘including’ shall be understood as meaning ‘including without limitation’.

## 2. Basis of Agreement

- 2.1 The Award Letter constitutes an offer by the Customer to purchase the Services subject to and in accordance with the terms and conditions of the Agreement.
- 2.2 The offer comprised in the Award Letter shall be deemed to be accepted by the Contractor on receipt by the Customer of the Contractor’s notification of acceptance via Bravo within [7] days of the date of the Award Letter.

## 3. Supply of Services

- 3.1 In consideration of the Customer’s agreement to pay the Charges, the Contractor shall supply the Services to the Customer for the Term subject to and in accordance with the terms and conditions of the Agreement.

- 3.2 In supplying the Services, the Contractor shall:
- 3.2.1 co-operate with the Customer in all matters relating to the Services and comply with all the Customer's instructions;
  - 3.2.2 perform the Services with all reasonable care, skill and diligence in accordance with good industry practice in the Contractor's industry, profession or trade;
  - 3.2.3 use Staff who are suitably skilled and experienced to perform tasks assigned to them, and in sufficient number to ensure that the Contractor's obligations are fulfilled in accordance with the Agreement;
  - 3.2.4 ensure that the Services shall conform with all descriptions and specifications set out in the Specification;
  - 3.2.5 comply with all applicable laws; and
  - 3.2.6 provide all equipment, tools and vehicles and other items as are required to provide the Services.
- 3.3 The Customer may by written notice to the Contractor at any time request a variation to the scope of the Services. In the event that the Contractor agrees to any variation to the scope of the Services, the Charges shall be subject to fair and reasonable adjustment to be agreed in writing between the Customer and the Contractor.

## 4. Term

- 4.1 The Agreement shall take effect on the date specified in Award Letter and shall expire on the Expiry Date, unless it is otherwise extended in accordance with clause 4.2 or terminated in accordance with the terms and conditions of the Agreement.
- 4.2 The Customer may extend the Agreement for a period of up to 6 months by giving not less than 10 Working Days' notice in writing to the Contractor prior to the Expiry Date. The terms and conditions of the Agreement shall apply throughout any such extended period.

## 5. Charges, Payment and Recovery of Sums Due

- 5.1 The Charges for the Services shall be as set out in the Award Letter and shall be the full and exclusive remuneration of the Contractor in respect of the supply of the Services. Unless otherwise agreed in writing by the Customer, the Charges shall

include every cost and expense of the Contractor directly or indirectly incurred in connection with the performance of the Services.

- 5.2 All amounts stated are exclusive of VAT which shall be charged at the prevailing rate. The Customer shall, following the receipt of a valid VAT invoice, pay to the Contractor a sum equal to the VAT chargeable in respect of the Services.
- 5.3 The Contractor shall invoice the Customer as specified in the Agreement. Each invoice shall include such supporting information required by the Customer to verify the accuracy of the invoice, including the relevant Purchase Order Number and a breakdown of the Services supplied in the invoice period.
- 5.4 In consideration of the supply of the Services by the Contractor, the Customer shall pay the Contractor the invoiced amounts no later than 30 days after verifying that the invoice is valid and undisputed and includes a valid Purchase Order Number. The Customer may, without prejudice to any other rights and remedies under the Agreement, withhold or reduce payments in the event of unsatisfactory performance.
- 5.5 If there is a dispute between the Parties as to the amount invoiced, the Customer shall pay the undisputed amount. The Contractor shall not suspend the supply of the Services unless the Contractor is entitled to terminate the Agreement for a failure to pay undisputed sums in accordance with clause 16.4. Any disputed amounts shall be resolved through the dispute resolution procedure detailed in clause 19.
- 5.6 If a payment of an undisputed amount is not made by the Customer by the due date, then the Customer shall pay the Contractor interest at the interest rate specified in the Late Payment of Commercial Debts (Interest) Act 1998.
- 5.7 Where the Contractor enters into a sub-contract, the Contractor shall include in that sub-contract:
  - 5.7.1 provisions having the same effects as clauses 5.3 to 5.6 of this Agreement; and
  - 5.7.2 a provision requiring the counterparty to that sub-contract to include in any sub-contract which it awards provisions having the same effect as 5.3 to 5.7 of this Agreement.
- 5.8 In this clause 5.8, "sub-contract" means a contract between two or more Contractors, at any stage of remoteness from the Authority in a subcontracting chain, made wholly or substantially for the purpose of performing (or contributing to the performance of) the whole or any part of this Agreement.
- 5.9 If any sum of money is recoverable from or payable by the Contractor under the Agreement (including any sum which the Contractor is liable to pay to the Customer in respect of any breach of the Agreement), that sum may be deducted

unilaterally by the Customer from any sum then due, or which may come due, to the Contractor under the Agreement or under any other agreement or contract with the Customer. The Contractor shall not be entitled to assert any credit, set-off or counterclaim against the Customer in order to justify withholding payment of any such amount in whole or in part.

## 6. Premises and equipment

- 6.1 If necessary, the Customer shall provide the Contractor with reasonable access at reasonable times to its premises for the purpose of supplying the Services. All equipment, tools and vehicles brought onto the Customer's premises by the Contractor or the Staff shall be at the Contractor's risk.
- 6.2 If the Contractor supplies all or any of the Services at or from the Customer's premises, on completion of the Services or termination or expiry of the Agreement (whichever is the earlier) the Contractor shall vacate the Customer's premises, remove the Contractor's plant, equipment and unused materials and all rubbish arising out of the provision of the Services and leave the Customer's premises in a clean, safe and tidy condition. The Contractor shall be solely responsible for making good any damage to the Customer's premises or any objects contained on the Customer's premises which is caused by the Contractor or any Staff, other than fair wear and tear.
- 6.3 If the Contractor supplies all or any of the Services at or from its premises or the premises of a third party, the Customer may, during normal business hours and on reasonable notice, inspect and examine the manner in which the relevant Services are supplied at or from the relevant premises.
- 6.4 The Customer shall be responsible for maintaining the security of its premises in accordance with its standard security requirements. While on the Customer's premises the Contractor shall, and shall procure that all Staff shall, comply with all the Customer's security requirements.
- 6.5 Where all or any of the Services are supplied from the Contractor's premises, the Contractor shall, at its own cost, comply with all security requirements specified by the Customer in writing.
- 6.6 Without prejudice to clause 3.2.6, any equipment provided by the Customer for the purposes of the Agreement shall remain the property of the Customer and shall be used by the Contractor and the Staff only for the purpose of carrying out the Agreement. Such equipment shall be returned promptly to the Customer on expiry or termination of the Agreement.
- 6.7 The Contractor shall reimburse the Customer for any loss or damage to the equipment (other than deterioration resulting from normal and proper use) caused

by the Contractor or any Staff. Equipment supplied by the Customer shall be deemed to be in a good condition when received by the Contractor or relevant Staff unless the Customer is notified otherwise in writing within 5 Working Days.

## 7. Staff and Key Personnel

- 7.1 If the Customer reasonably believes that any of the Staff are unsuitable to undertake work in respect of the Agreement, it may, by giving written notice to the Contractor:
- 7.1.1 refuse admission to the relevant person(s) to the Customer's premises;
  - 7.1.2 direct the Contractor to end the involvement in the provision of the Services of the relevant person(s); and/or
  - 7.1.3 require that the Contractor replace any person removed under this clause with another suitably qualified person and procure that any security pass issued by the Customer to the person removed is surrendered,
- and the Contractor shall comply with any such notice.
- 7.2 The Contractor shall:
- 7.2.1 ensure that all Staff are vetted in accordance with the Staff Vetting Procedures;
  - 7.2.2 if requested, provide the Customer with a list of the names and addresses (and any other relevant information) of all persons who may require admission to the Customer's premises in connection with the Agreement; and
  - 7.2.3 procure that all Staff comply with any rules, regulations and requirements reasonably specified by the Customer.
- 7.3 Any Key Personnel shall not be released from supplying the Services without the agreement of the Customer, except by reason of long-term sickness, maternity leave, paternity leave, termination of employment or other extenuating circumstances.
- 7.4 Any replacements to the Key Personnel shall be subject to the prior written agreement of the Customer (not to be unreasonably withheld). Such replacements shall be of at least equal status or of equivalent experience and skills to the Key Personnel being replaced and be suitable for the responsibilities of that person in relation to the Services.

## 8. Assignment and sub-contracting

- 8.1 The Contractor shall not without the written consent of the Customer assign, sub-contract, novate or in any way dispose of the benefit and/ or the burden of the Agreement or any part of the Agreement. The Customer may, in the granting of such consent, provide for additional terms and conditions relating to such assignment, sub-contract, novation or disposal. The Contractor shall be responsible for the acts and omissions of its sub-contractors as though those acts and omissions were its own.
- 8.2 Where the Customer has consented to the placing of sub-contracts, the Contractor shall, at the request of the Customer, send copies of each sub-contract, to the Customer as soon as is reasonably practicable.
- 8.3 The Customer may assign, novate, or otherwise dispose of its rights and obligations under the Agreement without the consent of the Contractor provided that such assignment, novation or disposal shall not increase the burden of the Contractor's obligations under the Agreement.

## 9. Intellectual Property Rights

- 9.1 All intellectual property rights in any materials provided by the Customer to the Contractor for the purposes of this Agreement shall remain the property of the Customer but the Customer hereby grants the Contractor a royalty-free, non-exclusive and non-transferable licence to use such materials as required until termination or expiry of the Agreement for the sole purpose of enabling the Contractor to perform its obligations under the Agreement.
- 9.2 All intellectual property rights in any materials created or developed by the Contractor pursuant to the Agreement or arising as a result of the provision of the Services shall vest in the Contractor. If, and to the extent, that any intellectual property rights in such materials vest in the Customer by operation of law, the Customer hereby assigns to the Contractor by way of a present assignment of future rights that shall take place immediately on the coming into existence of any such intellectual property rights all its intellectual property rights in such materials (with full title guarantee and free from all third party rights).
- 9.3 The Contractor hereby grants the Customer:
- 9.3.1 a perpetual, royalty-free, irrevocable, non-exclusive licence (with a right to sub-license) to use all intellectual property rights in the materials created or developed pursuant to the Agreement and any intellectual property rights arising as a result of the provision of the Services; and

- 9.3.2 a perpetual, royalty-free, irrevocable and non-exclusive licence (with a right to sub-license) to use:
- 9.3.3 any intellectual property rights vested in or licensed to the Contractor on the date of the Agreement; and
- 9.3.4 any intellectual property rights created during the Term but which are neither created or developed pursuant to the Agreement nor arise as a result of the provision of the Services,
- 9.3.5 including any modifications to or derivative versions of any such intellectual property rights, which the Customer reasonably requires in order to exercise its rights and take the benefit of the Agreement including the Services provided.
- 9.4 The Contractor shall indemnify, and keep indemnified, the Customer in full against all costs, expenses, damages and losses (whether direct or indirect), including any interest, penalties, and reasonable legal and other professional fees awarded against or incurred or paid by the Customer as a result of or in connection with any claim made against the Customer for actual or alleged infringement of a third party's intellectual property arising out of, or in connection with, the supply or use of the Services, to the extent that the claim is attributable to the acts or omission of the Contractor or any Staff.

## 10. Governance and Records

- 10.1. The Contractor shall:
  - 10.1.1. attend progress meetings with the Customer at the frequency and times specified by the Customer and shall ensure that its representatives are suitably qualified to attend such meetings; and
  - 10.1.2. submit progress reports to the Customer at the times and in the format specified by the Customer.
- 10.2. The Contractor shall keep and maintain until 6 years after the end of the Agreement, or as long a period as may be agreed between the Parties, full and accurate records of the Agreement including the Services supplied under it and all payments made by the Customer. The Contractor shall on request afford the Customer or the Customer's representatives such access to those records as may be reasonably requested by the Customer in connection with the Agreement.

# 11. Confidentiality, Transparency and Publicity

11.1. Subject to clause 11.2, each Party shall:

11.1.1. treat all Confidential Information it receives as confidential, safeguard it accordingly and not disclose it to any other person without the prior written permission of the disclosing Party; and

11.1.2. not use or exploit the disclosing Party's Confidential Information in any way except for the purposes anticipated under the Agreement.

11.2. Notwithstanding clause 11.1, a Party may disclose Confidential Information which it receives from the other Party:

11.2.1. where disclosure is required by applicable law or by a court of competent jurisdiction;

11.2.2. to its auditors or for the purposes of regulatory requirements;

11.2.3. on a confidential basis, to its professional advisers;

11.2.4. to the Serious Fraud Office where the Party has reasonable grounds to believe that the other Party is involved in activity that may constitute a criminal offence under the Bribery Act 2010;

11.2.5. where the receiving Party is the Contractor, to the Staff on a need to know basis to enable performance of the Contractor's obligations under the Agreement provided that the Contractor shall procure that any Staff to whom it discloses Confidential Information pursuant to this clause 11.2.5 shall observe the Contractor's confidentiality obligations under the Agreement; and

11.2.6. where the receiving Party is the Customer:

a) on a confidential basis to the employees, agents, consultants and contractors of the Customer;

b) on a confidential basis to any other Central Government Body, any successor body to a Central Government Body or any company to which the Customer transfers or proposes to transfer all or any part of its business;

c) to the extent that the Customer (acting reasonably) deems disclosure necessary or appropriate in the course of carrying out its public functions; or

d) in accordance with clause 12.

and for the purposes of the foregoing, references to disclosure on a confidential basis shall mean disclosure subject to a confidentiality agreement or arrangement containing terms no less stringent than those placed on the Customer under this clause 11.

- 11.3. The Parties acknowledge that, except for any information which is exempt from disclosure in accordance with the provisions of the FOIA, the content of the Agreement is not Confidential Information and the Contractor hereby gives its consent for the Customer to publish this Agreement in its entirety to the general public (but with any information that is exempt from disclosure in accordance with the FOIA redacted) including any changes to the Agreement agreed from time to time. The Customer may consult with the Contractor to inform its decision regarding any redactions but shall have the final decision in its absolute discretion whether any of the content of the Agreement is exempt from disclosure in accordance with the provisions of the FOIA.
- 11.4. The Contractor shall not, and shall take reasonable steps to ensure that the Staff shall not, make any press announcement or publicise the Agreement or any part of the Agreement in any way, except with the prior written consent of the Customer.

## 12. Freedom of Information

- 12.1 The Contractor acknowledges that the Customer is subject to the requirements of the FOIA and the Environmental Information Regulations 2004 and shall:
  - 12.1.1 provide all necessary assistance and cooperation as reasonably requested by the Customer to enable the Customer to comply with its obligations under the FOIA and the Environmental Information Regulations 2004;
  - 12.1.2 transfer to the Customer all Requests for Information relating to this Agreement that it receives as soon as practicable and in any event within 2 Working Days of receipt;
  - 12.1.3 provide the Customer with a copy of all Information belonging to the Customer requested in the Request for Information which is in its possession or control in the form that the Customer requires within 5 Working Days (or such other period as the Customer may reasonably specify) of the Customer's request for such Information; and
  - 12.1.4 not respond directly to a Request for Information unless authorised in writing to do so by the Customer.
- 12.2 The Contractor acknowledges that the Customer may be required under the FOIA and the Environmental Information Regulations 2004 to disclose Information concerning the Contractor or the Services (including commercially sensitive

information) without consulting or obtaining consent from the Contractor. In these circumstances the Customer shall, in accordance with any relevant guidance issued under the FOIA, take reasonable steps, where appropriate, to give the Contractor advance notice, or failing that, to draw the disclosure to the Contractor's attention after any such disclosure.

- 12.3 Notwithstanding any other provision in the Agreement, the Customer shall be responsible for determining in its absolute discretion whether any Information relating to the Contractor or the Services is exempt from disclosure in accordance with the FOIA and/or the Environmental Information Regulations 2004.

## 13. Protection of Personal Data and Security of Data

- 13.1. The Contractor shall, and shall procure that all Staff shall, comply with any notification requirements under the DPA and both Parties shall duly observe all their obligations under the DPA which arise in connection with the Agreement.
- 13.2. Notwithstanding the general obligation in clause 13.1, where the Contractor is processing Personal Data for the Customer as a data processor (as defined by the DPA) the Contractor shall:
- 13.2.1. ensure that it has in place appropriate technical and organisational measures to ensure the security of the Personal Data (and to guard against unauthorised or unlawful processing of the Personal Data and against accidental loss or destruction of, or damage to, the Personal Data), as required under the Seventh Data Protection Principle in Schedule 1 to the DPA;
  - 13.2.2. provide the Customer with such information as the Customer may reasonably request to satisfy itself that the Contractor is complying with its obligations under the DPA;
  - 13.2.3. promptly notify the Customer of:
    - a) any breach of the security requirements of the Customer as referred to in clause 13.3; and
    - b) any request for personal data; and
  - 13.2.4. ensure that it does not knowingly or negligently do or omit to do anything which places the Customer in breach of the Customer's obligations under the DPA.
- 13.3. When handling Customer data (whether or not Personal Data), the Contractor shall ensure the security of the data is maintained in line with the security requirements of the Customer as notified to the Contractor from time to time.

## 14. Liability

- 14.1 The Contractor shall not be responsible for any injury, loss, damage, cost or expense suffered by the Customer if and to the extent that it is caused by the negligence or wilful misconduct of the Customer or by breach by the Customer of its obligations under the Agreement.
- 14.2 Subject always to clauses 14.3 and 14.4:
- 14.2.1 the aggregate liability of the Contractor in respect of all defaults, claims, losses or damages howsoever caused, whether arising from breach of the Agreement, the supply or failure to supply of the Services, misrepresentation (whether tortious or statutory), tort (including negligence), breach of statutory duty or otherwise shall in no event exceed a sum equal to 125% of the Charges paid or payable to the Contractor; and
- 14.2.2 except in the case of claims arising under clauses 9.4 and 18.3, in no event shall the Contractor be liable to the Customer for any:
- a) loss of profits;
  - b) loss of business;
  - c) loss of revenue;
  - d) loss of or damage to goodwill;
  - e) loss of savings (whether anticipated or otherwise); and/or
  - f) any indirect, special or consequential loss or damage.
- 14.3 Nothing in the Agreement shall be construed to limit or exclude either Party's liability for:
- 14.3.1 death or personal injury caused by its negligence or that of its Staff;
- 14.3.2 fraud or fraudulent misrepresentation by it or that of its Staff; or
- 14.3.3 any other matter which, by law, may not be excluded or limited.
- 14.4 The Contractor's liability under the indemnity in clause 9.4 and 18.3 shall be unlimited.

## 15. Force Majeure

- 15.1 Neither Party shall have any liability under or be deemed to be in breach of the Agreement for any delays or failures in performance of the Agreement which result

from circumstances beyond the reasonable control of the Party affected. Each Party shall promptly notify the other Party in writing when such circumstances cause a delay or failure in performance and when they cease to do so. If such circumstances continue for a continuous period of more than two months, either Party may terminate the Agreement by written notice to the other Party.

## 16. Termination

- 16.1 The Customer may terminate the Agreement at any time by notice in writing to the Contractor to take effect on any date falling at least 1 month (or, if the Agreement is less than 3 months in duration, at least 10 Working Days) later than the date of service of the relevant notice.
- 16.2 Without prejudice to any other right or remedy it might have, the Customer may terminate the Agreement by written notice to the Contractor with immediate effect if the Contractor:
  - 16.2.1 (without prejudice to clause 16.2.5), is in material breach of any obligation under the Agreement which is not capable of remedy;
  - 16.2.2 repeatedly breaches any of the terms and conditions of the Agreement in such a manner as to reasonably justify the opinion that its conduct is inconsistent with it having the intention or ability to give effect to the terms and conditions of the Agreement;
  - 16.2.3 is in material breach of any obligation which is capable of remedy, and that breach is not remedied within 30 days of the Contractor receiving notice specifying the breach and requiring it to be remedied;
  - 16.2.4 undergoes a change of control within the meaning of section 416 of the Income and Corporation Taxes Act 1988;
  - 16.2.5 breaches any of the provisions of clauses 7.2, 11, 12, 13 and 17;
  - 16.2.6 becomes insolvent, or if an order is made or a resolution is passed for the winding up of the Contractor (other than voluntarily for the purpose of solvent amalgamation or reconstruction), or if an administrator or administrative receiver is appointed in respect of the whole or any part of the Contractor's assets or business, or if the Contractor makes any composition with its creditors or takes or suffers any similar or analogous action (to any of the actions detailed in this clause 16.2.6) in consequence of debt in any jurisdiction; or
  - 16.2.7 fails to comply with legal obligations in the fields of environmental, social or labour law.

- 16.3 The Contractor shall notify the Customer as soon as practicable of any change of control as referred to in clause 16.2.4 or any potential such change of control.
- 16.4 The Contractor may terminate the Agreement by written notice to the Customer if the Customer has not paid any undisputed amounts within 90 days of them falling due.
- 16.5 Termination or expiry of the Agreement shall be without prejudice to the rights of either Party accrued prior to termination or expiry and shall not affect the continuing rights of the Parties under this clause and clauses 2, 3.2, 6.1, 6.2, 6.6, 6.7, 7, 9, 10.2, 11, 12, 13, 14, 16.6, 17.4, 18.3, 19 and 20.7 or any other provision of the Agreement that either expressly or by implication has effect after termination.
- 16.6 Upon termination or expiry of the Agreement, the Contractor shall:
  - 16.6.1 give all reasonable assistance to the Customer and any incoming Contractor of the Services; and
  - 16.6.2 return all requested documents, information and data to the Customer as soon as reasonably practicable.

## 17. Compliance

- 17.1 The Contractor shall promptly notify the Customer of any health and safety hazards which may arise in connection with the performance of its obligations under the Agreement. The Customer shall promptly notify the Contractor of any health and safety hazards which may exist or arise at the Customer's premises and which may affect the Contractor in the performance of its obligations under the Agreement.
- 17.2 The Contractor shall:
  - 17.2.1 comply with all the Customer's health and safety measures while on the Customer's premises; and
  - 17.2.2 notify the Customer immediately in the event of any incident occurring in the performance of its obligations under the Agreement on the Customer's premises where that incident causes any personal injury or damage to property which could give rise to personal injury.
- 17.3 The Contractor shall:
  - 17.3.1 perform its obligations under the Agreement in accordance with all applicable equality Law and the Customer's equality and diversity policy as provided to the Contractor from time to time; and

- 17.3.2 take all reasonable steps to secure the observance of clause 17.3.1 by all Staff.
- 17.4 The Contractor shall supply the Services in accordance with the Customer's environmental policy as provided to the Contractor from time to time.
- 17.5 The Contractor shall comply with, and shall ensure that its Staff shall comply with, the provisions of:
  - 17.5.1 the Official Secrets Acts 1911 to 1989; and
  - 17.5.2 section 182 of the Finance Act 1989.

## **18. Prevention of Fraud and Corruption**

- 18.1 The Contractor shall not offer, give, or agree to give anything, to any person an inducement or reward for doing, refraining from doing, or for having done or refrained from doing, any act in relation to the obtaining or execution of the Agreement or for showing or refraining from showing favour or disfavour to any person in relation to the Agreement.
- 18.2 The Contractor shall take all reasonable steps, in accordance with good industry practice, to prevent fraud by the Staff and the Contractor (including its shareholders, members and directors) in connection with the Agreement and shall notify the Customer immediately if it has reason to suspect that any fraud has occurred or is occurring or is likely to occur.
- 18.3 If the Contractor or the Staff engages in conduct prohibited by clause 18.1 or commits fraud in relation to the Agreement or any other contract with the Crown (including the Customer) the Customer may:
  - 18.3.1 terminate the Agreement and recover from the Contractor the amount of any loss suffered by the Customer resulting from the termination, including the cost reasonably incurred by the Customer of making other arrangements for the supply of the Services and any additional expenditure incurred by the Customer throughout the remainder of the Agreement; or
  - 18.3.2 recover in full from the Contractor any other loss sustained by the Customer in consequence of any breach of this clause.

## **19. Dispute Resolution**

- 19.1 The Parties shall attempt in good faith to negotiate a settlement to any dispute between them arising out of or in connection with the Agreement and such efforts shall involve the escalation of the dispute to an appropriately senior representative of each Party.

- 19.2 If the dispute cannot be resolved by the Parties within one month of being escalated as referred to in clause 19.1, the dispute may by agreement between the Parties be referred to a neutral adviser or mediator (the “Mediator”) chosen by agreement between the Parties. All negotiations connected with the dispute shall be conducted in confidence and without prejudice to the rights of the Parties in any further proceedings.
- 19.3 If the Parties fail to appoint a Mediator within one month, or fail to enter into a written agreement resolving the dispute within one month of the Mediator being appointed, either Party may exercise any remedy it has under applicable law.

## 20. General

- 20.1 Each of the Parties represents and warrants to the other that it has full capacity and authority, and all necessary consents, licences and permissions to enter into and perform its obligations under the Agreement, and that the Agreement is executed by its duly authorised representative.
- 20.2 A person who is not a party to the Agreement shall have no right to enforce any of its provisions which, expressly or by implication, confer a benefit on him, without the prior written agreement of the Parties.
- 20.3 The Agreement cannot be varied except in writing signed by a duly authorised representative of both the Parties.
- 20.4 The Agreement contains the whole agreement between the Parties and supersedes and replaces any prior written or oral agreements, representations or understandings between them. The Parties confirm that they have not entered into the Agreement on the basis of any representation that is not expressly incorporated into the Agreement. Nothing in this clause shall exclude liability for fraud or fraudulent misrepresentation.
- 20.5 Any waiver or relaxation either partly, or wholly of any of the terms and conditions of the Agreement shall be valid only if it is communicated to the other Party in writing and expressly stated to be a waiver. A waiver of any right or remedy arising from a breach of contract shall not constitute a waiver of any right or remedy arising from any other breach of the Agreement.
- 20.6 The Agreement shall not constitute or imply any partnership, joint venture, agency, fiduciary relationship or other relationship between the Parties other than the contractual relationship expressly provided for in the Agreement. Neither Party shall have, nor represent that it has, any authority to make any commitments on the other Party’s behalf.

- 20.7 Except as otherwise expressly provided by the Agreement, all remedies available to either Party for breach of the Agreement (whether under the Agreement, statute or common law) are cumulative and may be exercised concurrently or separately, and the exercise of one remedy shall not be deemed an election of such remedy to the exclusion of other remedies.
- 20.8 If any provision of the Agreement is prohibited by law or judged by a court to be unlawful, void or unenforceable, the provision shall, to the extent required, be severed from the Agreement and rendered ineffective as far as possible without modifying the remaining provisions of the Agreement, and shall not in any way affect any other circumstances of or the validity or enforcement of the Agreement.

## 21. Notices

- 21.1 Any notice to be given under the Agreement shall be in writing and may be served by personal delivery, first class recorded or, subject to clause 21.3, e-mail to the address of the relevant Party set out in the Award Letter, or such other address as that Party may from time to time notify to the other Party in accordance with this clause:
- 21.2 Notices served as above shall be deemed served on the Working Day of delivery provided delivery is before 5.00pm on a Working Day. Otherwise delivery shall be deemed to occur on the next Working Day. An email shall be deemed delivered when sent unless an error message is received.
- 21.3 Notices under clauses 15 (Force Majeure) and 16 (Termination) may be served by email only if the original notice is then sent to the recipient by personal delivery or recorded delivery in the manner set out in clause 21.1.

## 22. Governing Law and Jurisdiction

- 22.1 The validity, construction and performance of the Agreement, and all contractual and non contractual matters arising out of it, shall be governed by English law and shall be subject to the exclusive jurisdiction of the English courts to which the Parties submit.

## Annex 2

### Project Costings

Staff costs	Project Manager	NNNSI Officer	Total
Days on project	█	█	█
Daily rate	█	█	-
Cost to project	█	█	█
<b>Non-staff costs</b>			
Stakeholder event x 2	█		█
Travel	█		█
		<b>Total exc. VAT</b>	█
		<b>VAT at 20%</b>	█
		<b>Total</b>	<b>£16,301.77</b>

## **Annex 3 Specification and Contractor's Methodology**

**Produce Regional Invasive Alien Species Management Plans (Action A.5) to support the RAPID LIFE project: Holistic Management of IAS Species in Freshwater Aquatic, Riparian and Coastal Ecosystems.**

**East of England Region. (see map).**

### **Specification**

The Authority is the UK Government Department responsible for the environment, food and farming and rural affairs. The Authority's priorities are to secure a healthy natural environment; a sustainable, low-carbon economy; a thriving farming sector and a sustainable, healthy and secure food supply. Further information on the Authority can be found at: [APHA](#)

**RAPID LIFE – holistic management of Invasive Alien Species (IAS) in freshwater aquatic, riparian and coastal ecosystems (LIFE16 NAT/UK/000582).**

### **Action A5 – Produce regional IAS management plans**

#### **1. Background**

RAPID (Reducing And Preventing IAS Dispersal) LIFE is a three year project led by the Animal and Plant Health Agency (APHA), with Natural England and Bristol Zoo as key partners, that will pilot an innovative approach to Invasive Alien Species (IAS) management in freshwater aquatic, riparian and coastal environments across England.

Globally Invasive IAS are considered to be one of the most significant causes of biodiversity loss, second only to habitat destruction. RAPID LIFE will deliver a package of measures to reduce the impact and spread of IAS in freshwater aquatic, riparian and coastal environments across England. It will help to conserve species protected under the Birds and Habitats Directives whilst assisting in compliance with the EU Regulation on IAS, Marine Strategy Framework Directive and the Water Framework Directive. The status of Natura 2000 sites will also be enhanced and protected.

RAPID LIFE will work in freshwater aquatic, riparian and coastal environments across England. To facilitate this approach England will be divided into five study regions (see map at end of document):

- North
- Midland
- East of England
- South East

– South West

RAPID LIFE seeks to bridge the gap between high level strategies (such as GB IAS strategy) and action on the ground at a local level. To be achieved by contracting experts with local knowledge of each region, the project hopes to engage local communities in strategic and effective IAS management and help them coordinate and collaborate with neighbouring regions, facilitating a bottom up approach.

The subject of this contract is to support delivery of Action A5 of the RAPID LIFE project - *Produce Regional IAS Management Plan. For the East of England Study Region.*

**Separate contracts, all with the same requirements as this one, will also be issued for each of the other four study regions, namely:**

**South West,  
Midland,  
South East, and  
North**

IAS are often managed independently at a discrete local-level to local priorities and in some situations management could greatly benefit by working in a more coordinated manner, with greater understanding of the need to work at the appropriate spatial scale and stage of an IAS invasion. The importance of preventative measures and the value of early interventions to stop establishment of novel IAS are sometimes overlooked. Stakeholders often only take action against an IAS once they see it causing a problem, and only on the piece of land that they manage rather than collaborating across a wider area. If local IAS managers were to work in a coordinated fashion with a clear understanding of priorities across their wider region, their efforts and resources would be utilised far more effectively and result in a greater impact.

This action will produce the first Regional IAS Management Plans (RIMPs) in England. It provides an opportunity for regional stakeholders to work with expert/s with local knowledge to identify the key actions to reduce the impact and spread of IAS in their region. This bridges the gap between high-level strategies (such as the GB IAS Strategy, see

[https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/455526/gb-non-native-species-strategy-pb14324.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/455526/gb-non-native-species-strategy-pb14324.pdf) ) and action on the ground at a local level. RIMPs will consider both the prevention of new IAS and effective management of established IAS. In concert with other RAPID LIFE actions, RIMPs will deliver full spectrum management of IAS (prevention; early warning and rapid response; long term management).

This action will also facilitate the identification of high-risk sites for the introduction of IAS through the RIMP planning process. This will allow biosecurity actions to be more targeted whilst embedding a more strategic approach to the management of well-established IAS.

A web-based platform will be produced to support stakeholders in delivering the RIMPs (outside of this current contract).

Although the RIMPs will focus on RAPID LIFE's target environments the methodology developed and piloted can easily be adapted for use in other environments and geographical areas.

## 2. Contract requirement

Animal & Plant Health Agency (APHA) has developed a draft template and guidance (see

Annex A, supplied with tender invite documents) which outlines how the RIMPs should be produced. The template includes section headings with accompanying guidelines providing details of the information that should be included in each section and how it should be gathered, collated, analysed and presented. Writing the RIMP must be inclusive and involve a range of local, regional and national stakeholders. The guidelines will set out how the stakeholder engagement process should be carried out in each region.

**The specific requirement of this invitation to tender** is for expert/s with local knowledge of East of England study regions to put together the RIMP for East of England, using the draft template and guidelines provided by APHA

APHA will manage this contract and co-ordinate it with the contracts for the other four study regions to ensure that a consistent approach is adopted by the different contractors across all five regions. As part of the contract, each expert will:

- Gather the necessary information to complete the RIMP template.
- Use local knowledge and experience to analyse and add context to this information, in accordance with the RIMP guidelines.
- Produce a draft version of the RIMP, to be shared with APHA and stakeholders within the region.
- Run at least 2 stakeholder engagement events in each region to review the draft RIMP (one for freshwater aquatic and riparian audiences and one for coastal audiences). Reasonable adjustments, or other alternative approaches for widely engaging key stakeholders and collating feedback may be used if necessary, as considered most suited for each region
- Amend the draft RIMP in light of suggestions from APHA and local stakeholders.
- Finalise RIMP and return it to APHA.

The stakeholder engagement events will follow the format presented in the RIMP guidance, although the regional expert will be given scope to tailor the event so it is of interest to the maximum number of stakeholders in the region. The guidance will include a number of other criteria including a minimum number of attendees and a list of stakeholder groups that must be represented. Some informal stakeholder consultation may be held in advance of these events, to assist in collating the necessary information to produce the draft RIMP.

### 3. Outputs and contract management

The contract will extend for the period 12<sup>th</sup> April 2018 – 12<sup>th</sup> September 2018.

The experts will submit monthly progress reports to APHA over the contract period to allow APHA to monitor progress and identify any issues.

The final version of the RIMPs will be prepared and circulated by 12<sup>th</sup> September 2018.

### 4. Contractor experience and technical expertise

#### 4.1 Technical expertise

The successful contractor will have:

- In-depth knowledge of IAS issues in a local/regional context
- In depth working knowledge of IAS of particular concern and IAS hotspots in the region

- In depth knowledge of IAS ecology and management in freshwater, riparian and coastal ecosystems
- Knowledge of specific regional IAS issues in order to understand how the remit of the RIMP will be implemented at a local/regional scale
- Excellent writing skills and ability to produce high quality reports and presenting results to external audiences
- High standards of data collection, management, analysis and interpretation
- Excellent interpersonal skills, team working and networking with relevant local/regional stakeholders

#### 4.2 Contractor experience and attributes at a local/regional level

The successful contractor will have:

- Knowledge of current invasive IAS issues, management, relevant stakeholders and networks specific to the local area or region
- Existing, demonstrable links with a variety of key local/regional stakeholders and other local/regional experts which will facilitate the successful development and subsequent uptake of a RIMP
- Track record of managing local/regional, small scale IAS management projects
- Experience of coordinating and collaborating with a wide spectrum of locally/regionally relevant stakeholders
- Experience working with community level projects.



# Contractor's Methodology

## E02 Methodology

This document is a response to the Request for Quotation (RFQ):

*Produce Regional Invasive Alien Species Management Plans (Action A.5) to support the RAPID LIFE project: Holistic Management of IAS Species in Freshwater Aquatic, Riparian and Coastal Ecosystems.*

*East of England Region.*

*March 2018*

### **Summary**

Within this document we outline our proposed methodology to meet the main components of the requirement outlined to support delivery of Action A.5 of the RAPID LIFE project for the East of England Study Region. The NNNSI will utilise expert local IAS knowledge to work with freshwater aquatic, riparian and coastal stakeholders to produce a Regional IAS Management Plan (RIMP) in order to bridge the gap between high level strategy and action on the ground at local levels. This will follow a template and guidance provided by APHA, in order to create clear IAS management priorities for the East of England region. It will cover prevention of new and effective management of established IAS and consider topics such as hotspots, biosecurity, pathways, early warning, rapid response and long term mitigation, with an ultimate focus of embedding a strategic approach to IAS management. The RIMP will be written for a technical audience with an executive summary and regional priority table accessible to all interested parties.

### **Methodology & Schedule**

<b>Actions</b>	<b>Milestone</b>	<b>Output</b>
Monthly Progress Report	April 2018	Progress monitoring by APHA
Monthly Progress Report	May 2018	Progress monitoring by APHA
Information gathering	May 2018	RIMP template populated
Content analysis	May 2018	RIMP modified ( APHA guidelines)
Monthly Progress Report	June 2018	Progress monitoring by APHA
RIMP draft V1	July 2018	Circulated to APHA and stakeholders
Monthly Progress Report	July 2018	Progress monitoring by APHA
Event (freshwater aquatic/riparian)	August 2018	Stakeholder input to RIMP
Event (coastal)	August 2018	Stakeholder input to RIMP
Monthly Progress Report	August 2018	Progress monitoring by APHA
RIMP finalised, submitted to APHA	September 2018	Completion of contract

We are proposing a three phase project methodology to fulfil the RFQ and provide a suitable approach to the work outlined. In addition, monthly progress reports will be submitted to APHA.

**Phase 1:** Gather the necessary information to complete the RIMP template. Analyse and add content in accordance with RIMP guidelines. Produce a draft version of RIMP (v1).

**Timeline:** April – July 2018

- IAS distribution and management data will be collated as required, focusing on target freshwater aquatic/riparian and coastal ecosystems. Data sources will include but are not limited to: GB NNSS, NBIS, SBIS, LERC, Essex BRC, CPERC, NBN Atlas and NNNSI management databases and detailed local area knowledge supplied by NNNSI experts.
- Further data may be sourced from the following organisations as required by the RIMP template: Natural England, Environment Agency, Wildlife Trusts for counties within the eastern region, local/district government, Broads Authority, Anglia Water, Essex and Suffolk Water, EIFCA, Wash and North Norfolk European Marine Site, Norfolk Coast AONB, Suffolk Coast and Heaths AONB, Dedham Vale AONB and Stour Valley Project, WLMA, Eastern Region Mink Network and RPSB.
- Data collated will be analysed by NNNSI IAS experts and content added in close consultation with APHA and RIMP guidelines.
- A first draft of the RIMP will be produced and circulated to APHA and regional stakeholders. Relevant stakeholders will be identified via the NNNSI Local Action Group network, NNNSI steering group members and in consultation with APHA to ensure appropriate and full coverage.

**Phase 2:** Run at least 2 stakeholder engagement events in each region to review the draft RIMP (separate events for freshwater aquatic/riparian and coastal audiences).

Amend RIMP with from input from APHA and local stakeholders.

**Timeline:** August 2018

- Stakeholder engagement events will follow the format outlined in guidance provided by APHA and tailored by NNNSI expert input as needed to ensure maximum engagement with regional stakeholders. E.g. attendee numbers, stakeholder groups represented, location, agenda. NNNSI will liaise closely with APHA to ensure all criteria are met resulting in productive and well attended events
- Informal stakeholder meetings held in advance of these events will be scheduled as required. NNNSI will inform APHA and fully document all such meetings.
- RIMP stakeholder input from both events as well as from any informal meetings will be recorded in full and used to amend RIMP draft v1. In parallel APHA feedback will also be used to amend and improve the draft document.
- RIMP draft v2 will be produced and circulated to APHA and stakeholders as required.

**Phase 3:** Finalise RIMP and return to APHA.

**Timeline:** August - September 2018

- Following comments and input received on RIMP draft v2, a finalised document will be provided to APHA before 12 September 2018.

### **Project management**

The project will be managed by [REDACTED] who will be the main point of contact with APHA and regional IAS stakeholders. Assistance will be provided as appropriate by NNNSI Biodiversity Officers and Assistants. [REDACTED] will work closely with APHA throughout all phases of the project, following all guidance issued to ensure delivery of high quality work on schedule.

**Contract Manager Details:**

Contract Manager:

[Redacted]  
[Redacted]  
Projects Officer (Environment).

[Redacted] has extensive experience of leading and conducting evaluative research, data collation and stakeholder consultation projects linked to a wide range of freshwater, terrestrial and marine IAS issues. Completed studies include catchment biosecurity plans for Norfolk and Suffolk, catchment-based control of Himalayan balsam on the River Wensum Site of Special Scientific Interest, Japanese knotweed survey and treatment along Marriott’s Way walking and cycling route, investigations of estuarine invasive species dispersal in the Wash and North Norfolk Coast European Marine Site and development, efficacy analysis of a new environmental DNA (eDNA) protocol for use in brackish habitat and presence/absence detection of the invasive species *Mnemiopsis leidyi* off the Norfolk Coast using predictive circulation and ecosystem modelling and eDNA detection techniques.

Current projects include:

- [Redacted]
- [Redacted]
- [Redacted]

[Redacted]

Additional staff within the NNNSI project delivery team have a wealth of experience in data searches and GIS mapping, data analysis and scientific/report writing, plant and animal identification, ecological principles, fieldwork e.g. biological surveying and sampling, experimental design and monitoring, liaising with public and private landowners, legislation compliance and communication and outreach. They are also familiar with and experienced in working across riverine and terrestrial environments, with relevant health and safety and first aid certification. All NNNSI staff working on this project will be available to APHA as required. Please note we do not intend to subcontract any aspects of this work.

**Project Costings**

<b>Staff costs</b>	<b>Project Manager</b>	<b>NNNSI Officer</b>	<b>Total</b>
Days on project	█	█	█
Daily rate	█	█	-
Cost to project	█	█	█
<b>Non-staff costs</b>			
Stakeholder event x 2	█		█
Travel	█		█
		<b>Total exc. VAT</b>	█
		<b>VAT at 20%</b>	█
		<b>Total</b>	<b>£16,301.77</b>