

**Sea Fish Industry Authority  
Invitation to Tender  
(Open Procedure)**

**Development of an Aquaculture Strategy for England**

**Issued on: 26 March 2020  
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## 1. INTRODUCTION

Seafood 2040 (SF2040) is an England-only strategic and collaborative two-year project facilitated by Seafish in partnership with the Department for Environment, Food and Rural Affairs (Defra) and seafood industry partners. It is the result of shared enterprise across the seafood supply chain in pursuit of a forward thinking action plan.

The SF2040 Strategic Framework consists of 25 recommendations that set out a vision for a thriving seafood industry. Collaboration, research, innovation and best practice are important drivers throughout the Framework. In November 2017, the SF2040 Framework received Defra Ministerial support; it was published in December 2017. Funding was secured from the European Maritime & Fisheries Fund (EMFF) and SF2040 runs from September 2018 – 2020.

In addition to the Secretariat (Chair and Project Manager), there are two committees within the SF2040 governance structure.

1. The Seafood Industry Leadership Group (SILG) oversees the programme and comprises of stakeholders from the fishing, aquaculture, processing and retail sectors as well as government.
2. The Aquaculture Leadership Group (ALG) comprises membership from across the aquaculture industry, academia, government and regulators. ALG works to champion and advance the relevant SF2040 aquaculture recommendations on behalf of SILG.

Whilst SF2040 is focused solely on the English seafood industry, it is acknowledged that implementation of its recommendations will potentially have a positive impact on the whole of the UK seafood industry.

SF2040 is the first step in a longer journey, however, it sets out a shared destination that will hopefully inspire great work and deliver real value for the English seafood industry. For further information on the SF2040 Strategic Framework please go to: <https://www.seafish.org/article/seafood-2040>

### 1.1 STRATEGY REQUIREMENT

SILG and ALG want to appoint an experienced researcher, consultant or consortium to deliver part of SF2040 Recommendation 13:

- *Develop a realistic, action-oriented and forward-thinking English Aquaculture Strategy for the next 20 years, with Government supported growth targets and a short, medium- and long-term delivery plan.*

Please note: as the SF2040 programme is facilitated by Seafish, they will issue the contract, but the work will be overseen by ALG on behalf of SILG.

#### Strategy Purpose

England currently lacks a published national aquaculture strategy. A draft strategy was produced in 2012 but never published. With the establishment of the ALG, an urgent need was identified for a forward-looking English Aquaculture Strategy (EAS) underpinned by Government-supported growth targets and a short- to long-term delivery plan. The Strategy's development is also timely, as it will benefit from a strong Defra commitment, as well as key supporting work including the government's

review of the aquaculture regulatory framework and Seafish's forthcoming '*Size of the Prize*' report. The latter will be an analysis of the economic opportunities associated with sustainable bivalve shellfish aquaculture growth in the UK.

This EAS project is the production of a high-quality document following extensive evidence gathering, analysis and consultation with ALG and England's wider aquaculture sector. The insights of ALG members will be central to shaping the Strategy and delivery plan.

This Strategy will be required to:

1. Be action-oriented and forward-looking.
2. Present a series of growth targets for the next 20 years, based on the strongest possible evidence base.
3. Outline a short-, medium- and long-term delivery plan, to enable the industry to realise its sustainable growth potential, encourage a strong government mandate and increase attractiveness to private investors.
4. Strike an important balance between high-level / big picture and practicality such as the inclusion of actionable targets.
5. Help energise a strong political mandate and support for sustainable growth in English aquaculture.
6. Be written in a manner suitable to engage a wide range of relevant stakeholders and to grow awareness and understanding of both constraints and solutions.

### **Project Method Statement**

At project commencement, the consultant will be required to produce a Project Method Statement, outlining how the work will be carried out. This document will be reviewed by an ALG sub-group created specifically to provide Strategy oversight. The Project Method Statement should include:

1. Objectives
2. Background
3. Methodology
4. Tasks/phases of project
5. A stakeholder engagement plan outlining how stakeholders will be selected (i.e. ALG and the wider aquaculture sector within England) and the approach to be adopted
6. External factors impacting on England's aquaculture sector (see Table 2, page 5)

### **Information Resources**

Where authoritative and robust evidence are available these should be drawn upon. Examples of such resources for the development of this Strategy include:

1. The *2012 English Aquaculture Plan*
  - a. The starting point for the new Strategy should focus on what the ALG wants included, rather what is missing from the 2012 Plan.
2. Seafish's forthcoming '*Size of the Aquaculture Prize*' (bivalve shellfish only)
  - a. This report will provide a review of the potential for the sector and will be an important resource to base the strategy upon.
  - b. The '*Size of the Prize*' report aims to be finalised by end of June 2020

- c. The SF2040 Secretariat will work with the Seafish Responsible Sourcing team to ensure preliminary findings and updates are provided to the consultant in order to appropriately align the Strategy with the ‘*Size of the Prize*’.
3. The New Zealand Aquaculture Strategy<sup>1</sup>
4. Scottish Aquaculture Strategy<sup>2</sup>

## The Strategy Document

### Report Scope

Whilst not definitive, Table 1 lists the top-five priorities determined by the ALG for inclusion as a minimum in the Strategy. These are:

Table 1. Priorities for Strategy Scope	
Priority	EAS Scope
1	Barriers to growth (water quality, regulatory framework, poor consumer demand, etc.)
2	Food security - moving aquaculture from an export to a domestic market (this ties in to needing a stronger consumer demand)
3	Technology/innovation – new species and techniques
4	The promotion of aquaculture to key audiences
5	Jobs/skills/social aspect of aquaculture – the knock-on social and economic benefits of aquaculture

Each priority should be examined and evidenced from the available literature and consultation with the relevant experts as well as comment from industry.

The Strategy scope also includes:

- England only
- Shellfish
- Finfish
- Sea weeds/macro-algae

### The inclusion of future growth scenarios

The Strategy should include future growth scenarios. For instance, the ‘*Size of the Prize*’ project will include future growth scenarios for the UK’s bivalve aquaculture industry to 2040, including a baseline (business as usual) scenario. The applicability of these scenarios should be considered when developing one suitable for the Strategy.

### Potential impacts on England’s aquaculture sector

The Strategy should incorporate the significant potential external impacts on England’s aquaculture sector as pre-determined by SILG (Table 2 on the next page). These factors are those impacting on both business as usual and the sustainable growth of the sector. The consultant will be required to consider the pertinent factors for English aquaculture and determine the priorities. The Project Method Statement should include the selected priorities and how they will be incorporated into the Strategy.

<sup>1</sup> The NZ Aquaculture Strategy: <https://www.mpi.govt.nz/growing-and-harvesting/aquaculture/strategy/>

<sup>2</sup> Scottish Aquaculture Strategic Framework: <https://www2.gov.scot/Topics/marine/Fish-Shellfish/Strategic-Framework>

<b>Table 2. External Factors Impacting on England's Seafood Sector</b>	
<b>Priority</b>	<b>External Factors</b>
1	Environmental conditions and climate change (Macro conditions)
2	Market and consumers (Industry supply, trade & markets)
3	Resource management; and Political conditions (Industry supply, trade & markets)
4	Government spend on fisheries (Other)
5	Labour vs technology (Labour & skills); and Sustainability (NGOs and consumers)
6	Industry image; and Health credentials for seafood (Food safety and integrity)

### Social License

The Strategy should include the concept of social license. Used in aquaculture, 'social licence' is a term to describe a positive relationship between the industry and its local community. A social license to operate indicates the level of approval from the community that an industry has to operate<sup>3</sup>.

### **Strategy Output**

The required output is a strategy in document form.

### **Strategy Timeframe**

The timeframe is four (4) months: May - September 2020.

### **Strategy Oversight**

The SF2040 Secretariat will oversee the work to ensure successful delivery. An ALG sub-group will provide specialist advice and support as well as quality assurance. ALG as a whole is a key stakeholder. Presentations on the Strategy will be delivered to ALG at their June and September 2020 meetings in London. ALG will provide a recommendation to SILG for the approval of the Strategy after the September meeting.

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<sup>3</sup> Social license in aquaculture: <https://www.seafish.org/article/social-license-to-operate>

## 1.2 TIMETABLE OF ACTIVITY

DATES	ACTIVITY	OUTPUT	RESPONSIBILITY
26 March 2020	Submit Invitation to Tender	Successful bidder selected	ALG and SF2040 Secretariat
Early May 2020	Finalise contract negotiation and project planning (Skype or phone with SF2040 Secretariat)	Signed contract	SF2040 Secretariat and Consultant
May 2020	<ul style="list-style-type: none"> <li>Develop and submit Project Method Statement</li> </ul>	Project Method Statement	Consultant
End of May 2020	<ul style="list-style-type: none"> <li>Review of Project Method Statement</li> <li>Prepare for 10 June 2020 meeting with ALG</li> </ul>	Feedback to consultant	ALG sub-group  Consultant
10 June 2020	Attend first ALG meeting (This will be face-to-face pending further Covid-19 restrictions)		Consultant
June 2020	<ul style="list-style-type: none"> <li>Begin stakeholder engagement (Skype, phone or face-to-face pending further Covid-19 restrictions)</li> </ul>		Consultant
August 2020	<ul style="list-style-type: none"> <li>Submit draft strategy to ALG sub-group</li> <li>Review draft strategy</li> </ul>	<ul style="list-style-type: none"> <li>Draft strategy</li> <li>Feedback to consultant</li> </ul>	Consultant  ALG sub-group
September 2020	<ul style="list-style-type: none"> <li>Finalise the strategy</li> <li>Prepare for and attend September ALG meeting</li> </ul>	<ul style="list-style-type: none"> <li>Final strategy for dissemination</li> <li>Presentation to ALG</li> </ul>	Consultant

## 1.3 BUDGET

The tender is worth £24,950 inclusive of VAT for four (4) months. Please provide a detailed budget proposal of how the funding would be spent, specifically, who will be doing the work and their roles, levels of expertise and relevant experience to the project subject matter. Please include the number of days to be allocated to the project per activity and the hourly rate of each assigned staff member working on the Strategy.

Within the £24,950 please include travel, hotel and subsistence costs for the following:

- 10 June 2020 meeting with ALG in London
- September 2020 meeting with ALG in London

The SF2040 programme adheres to Defra's travel policy. Please refer to Appendix 2 to review their caps on spending for subsistence and hotel in the proposed budget. In brief:

- Standard class for all train travel is required.
- Hotel rooms in London are capped at £130 per night.
- Subsistence is £5 if away from home for more than 5 hours and £20 if away for 24 hours.

## **2. STATEMENT OF REQUIREMENTS**

### **2.1 SCOPE**

Tenders are invited to develop a robust English Aquaculture Strategy via research and stakeholder engagement.

Seafish requires a consultant, researcher, agency, and/or consortium that will be able to deliver the following activities and outputs:

- Bespoke research and stakeholder engagement resulting in a progressive, realistic Strategy that helps to guide England's aquaculture sector toward a sustainable and thriving future.
- Two formal meetings with the SF2040 Aquaculture Leadership Group.

### **2.2 RESPONSIBILITIES OF THE CONTRACTOR**

Seafish is looking to appoint a consultant/researcher/agency /consortium that have demonstrable experience in:

- Aquaculture
- Qualitative and quantitative research methods to gain information and data and to test ideas
- Strategic thinking and writing in plain English with a strong narrative supported by robust analysis and excellent use of graphics where relevant
- Presenting results in an articulate and dynamic manner

All research will become the property of Seafish. As part of this process, we require complete access to all presentations, data, and reports.

### **2.3 CONTRACT MANAGEMENT**

The contract will be managed by Kimberly Cullen, SF2040 Project Manager.

## **3. INSTRUCTIONS FOR TENDERING**

### **3.1 Format of Response**

Tenderers are required to submit the following:

1. Completed Declaration (Appendix 1)
2. Presentation document (4 pages maximum) covering all aspects mentioned in Sections 1.1-2.2:
  - Name of the tenderer(s), status in the company, and name of person for further contact if different than the tenderer(s).
  - 2 page CV of the sole researcher. If there will be a team working on the project, 2 page CVs of each member are also required.
  - Proposal for delivery based on the requirement as listed in Section 1.1.
  - Evidence of capabilities and track record, including examples of relevant projects successfully completed. Examples can be submitted separately from the 4 max page requirement. Please include 1-2 examples only.
  - Details and testimonials from two referees in relation to excellent quality of research methods, stakeholder engagement and strategic writing.
  - A cost proposal based on the scope of work (Sections 1.1 and 2.1):
    - Fees broken down as described in Section 1.3 and the total cost of the project bid.

Seafish reserves the right to reject any response which fails to meet any requirement set out in this ITT.

### 3.2 Tender Return Date

Tenders should be returned no later than **4pm on Friday 17 April 2020**.

### 3.3 Submission Details

Responses must be submitted electronically to: Kimberly Cullen, SF2040 Project Manager, [kimberly.cullen@seafish.co.uk](mailto:kimberly.cullen@seafish.co.uk).

### 3.4 Timeline of Tender Process

The tender process timetable is:

Actions	Date(s)
Distribution of application to tender document	Thursday 26 March 2020
Last date for receipt of tender document submission	4pm, Friday 17 April 2020
Assessment of tenders received and follow up as required	w/c 20 April 2020
Notification to successful applicant of intent to award contract	Friday 24 April 2020
Notification to unsuccessful applicants	Monday 27 April 2020
Contract commencement date	Monday 4 May 2020

### 3.5 Awarding Criteria

Seafish will award the work to the consultant that offers the most advantageous proposal in terms of value-for-money, experience, quality and ability to deliver the project brief as specified within this document. In the interest of ascertaining the highest level of transparency, fairness and competition, Seafish will use the following evaluation matrix to score each submission:

Selection and Awarding Criteria	Weighting (%)
Understanding of the brief and ability to meet project requirements.	35
Interpretation of the specification and approach to meeting the requirements, demonstrating best value for money in the methodology used and delivery of reports.	35
Relevant experience and expertise in aquaculture; qualitative and quantitative research; and the UK seafood industry	20
Staff availability and contingency plans should key team members become unavailable during the project.	10

### 3.6 Payment Schedule

In relation to the project timelines provided in Table 1.2 Timetable of Activity, two project payments are proposed as follows:

Payment (and timing)	Percentage of contract value
Interim payment – 1 June 2020	50%
Following submission of final draft - 11 September 2020	50%

### 3.7 Recovery of Costs

An applicant is not entitled to claim from Seafish any costs or expenses incurred in preparing the tender document whether or not it is successful.

**APPENDIX 1: Declaration of Tenderer**

\*I/We the undersigned do hereby contract and agree on the acceptance of the Tender by Seafish, to provide the goods and/or services in the Specification in accordance with the Schedules, at the accordance with the Seafish Terms and Conditions of Contract which appear in this set of documents.

\*I/We the undersigned undertake to submit a tender in accordance with the following documents:

- Declaration of Tenderer
- Pricing Schedule
- Agency presentation

\*I/We agree to abide by this tender from **4pm on Friday 17 April 2020**, the date fixed for receiving tenders, until the Award of Contract.

\*I/We understand that Seafish is not bound to accept the lowest or any tender and shall not be bound to use the contractor as a sole supplier.

\*I/We understand that the service provision will commence on the dates specified, unless the Contract is terminated in accordance with the provision of Seafish terms and conditions of contract.

Signature:

Name:  **(BLOCK CAPITALS)**

Designation:

Duly authorised to sign Tenders for and on behalf of:

Name of Tenderer

Nature of Firm

Address

Telephone No

E-mail   
Date

It must be clearly shown whether the Tenderer is a limited liability company, statutory corporation, partnership, or single individual trading under his own name.

## APPENDIX 2: Defra Travel Policy

### Subsistence

Subsistence may be claimed where the following conditions apply:

- the expense arises necessarily from the proper performance of the claimant's duties
- the expense is incurred whilst away from the claimant's regular place(s) of work or while staying away from home
- the expense incurred is reasonable and additional to the employee's normal expenditure
- the claim is fully supported by receipts submitted with the claim
- the claim is within the limit for each category, as set out below.

**One meal (5 hour rate):** A person claiming for one meal would be expected to be away from his/her base for a period of more than five hours.

**Two meals (10 hour rate):** A person claiming for two meals would be expected to be away from his/her base for a period of more than ten hours.

**Three meals (12 hour rate):** A person claiming for three meals would be expected to be away from his/her base for a period of more than twelve hours.

**24 hour claim:** A person can only claim under this heading if there is an overnight stay at a hotel where lunch and/or dinner is not included in the hotel claim. Additional meal claims as set out above apply for periods in excess of 24 hours.

Employee subsistence rates	Upper limits
One meal (5 hour) ceiling	£5
Two meal (10 hour) ceiling	£10
Three meal (12 hour) ceiling	£15
24 hour ceiling	£20

Claims for soft beverages may be made within each meal claim provided that receipts are produced and the claim falls within the applicable ceiling.

The period of absence is defined as the elapsed time from leaving home or normal operating base to return.

These expenses **cannot** be claimed if:

- a meal or beverage is not purchased
- the meal does not constitute additional expenditure

- the “staying with friends or relatives allowance” is claimed; see below (in which case the 24 hour claim is not allowed)
- meals have been taken at home
- meals are provided during a training course, conference or similar activity
- meals are provided on the train or plane and included in the ticket cost

Additionally, alcohol cannot form part of any claim.

### **Hotel rates**

Location	Current rate
London (bed and breakfast)	£130 per night

### **Friends and family allowance**

When individuals choose to stay with friends or family while on official business, they are entitled to claim a flat rate allowance. The current allowance is £42 per night. This expense is taxable and the rate has been set to reflect this.

### **Tips and gratuities**

Discretionary tips at restaurants, if appropriate in the circumstances, should be requested to be properly incorporated into the bill (it would automatically be the case where payment is made by credit card and you choose to add the tip before entering the PIN number). The maximum should be 10%.

### **Alcohol**

Costs relating to alcohol will not be reimbursed.