



Department
for Environment
Food & Rural Affairs

www.gov.uk/defra

Invitation to Tender

Understanding Long-Term Business Adaptations and Opportunities Realisation for Defra Business Stakeholders

Tender Reference: itt_9733

Important Notice

All references in this ITT to the Authority include, where appropriate and unless the context otherwise requires, references to the Authority's predecessors and successor(s).

The Information has been prepared to assist interested parties in deciding whether or not to submit a Response in relation to the procurement. It does not purport to be all-inclusive or to contain all of the information that a Tenderer may require. Any descriptions of existing and proposed contractual arrangements are of a general nature only. Where the Information describes any contractual arrangements which are not yet in force, those arrangements are subject to change. Any reference to a contract or other document is qualified in full by reference to the entire terms of the contract or document to which reference is made.

The issue of this ITT in no way commits the Authority to award the contract to any person or party. The Authority reserves the right to terminate the competition, to award a contract without prior notice, to change the basis, the procedures and the timescales set out or referred to in this ITT, or to reject any or all Responses and to terminate discussions with any or all Tenderers at any time. Nothing in this ITT should be interpreted as a commitment by the Authority to award a Contract to a Tenderer.

The Authority does not make any representation or warranty (express or implied) as to the accuracy, reasonableness or completeness of the Information. All such persons or entities expressly disclaim any and all liability (other than in respect of fraudulent misrepresentation) based on or relating to any such information or representations or warranties (express or implied) contained in, or errors or omissions from, this document or based on or relating to the recipient's use, or the use by any of its subsidiaries or the respective representatives of any of them, in the course of its or their evaluation of the service or any other decision. In the absence of express written warranties or representations as referred to below, the Information shall not form the basis of any agreements or arrangements entered into in connection with this procurement.

The Information has been provided in good faith and all reasonable endeavours have been made, and will be made, to inform you of the requirements of the Authority. However, the Information does not purport to be comprehensive or to have been independently verified. You should form your own conclusions about the methods and resources needed to meet these requirements. In particular, neither the Authority nor any of its advisers accept responsibility for representations, writings, negotiations or understandings in connection with this procurement made by the Authority (whether directly or by its agents or representatives), except in respect of any fraudulent misrepresentation made by it. Tenderers are expected to carry out their own checks for verification.

The only information which will have any legal effect and / or upon which any person may rely will be such information (if any) as has been specifically and expressly represented and / or warranted in the Contract or other relevant agreements entered into at the same time as the Contract is entered into or becomes unconditional.

Subject always to the provisions of the preceding paragraph, Tenderers considering entering a contractual relationship with the Authority should make their own investigations and enquiries as to the Authority's requirements beforehand. The subject matter of this ITT shall only have any contractual effect when it is incorporated into the expressed terms of an executed contract.

The issue of this ITT is not to be construed as a commitment by the Authority to enter into a contract as a result of this procurement process. Any expenditure, work or effort undertaken prior to the execution of a Contract is accordingly a matter solely for the commercial judgement of the Tenderer. The Authority reserves the right to withdraw from the procurement at any time or to re-invite Responses on the same or any alternative basis.

Nothing in this ITT shall constitute legal, financial or tax advice. This ITT is not a recommendation by the Authority, nor any other person, to bid for, enter into or agree to enter into any contract in connection with this procurement, nor to acquire shares in the capital of any company that is to

carry out any part of the service or in any parent company of that company. In considering any investment in the shares of any company or in bidding for the award of the service, each Tenderer, potential contractor, funder and investor should make its own independent assessment and seek its own professional financial, taxation, insurance and legal advice and conduct its own investigations into the opportunity of being awarded a contract in relation to this procurement and of the legal, financial, taxation and other consequences of entering into contractual arrangements in connection with this the procurement.

This ITT and the Information is confidential.

This ITT is subject to copyright. Neither this ITT, nor the Information, nor any other information supplied in connection with it, may, except with the prior written consent of the Authority, be published, reproduced, copied, distributed or disclosed to any person, nor used for any purpose other than consideration by each Tenderer of whether or not to submit a Response.

The Authority reserves the right at any time to issue further supplementary instructions and updates and amendments to the instructions and Information contained in this ITT as it shall in its absolute discretion think fit.

The Authority will not be responsible for the costs or expenses of any Tenderer in relation to any matter referred to in this ITT howsoever incurred, including the evaluation of the service opportunity, the award, or any proposal for the award of the contract or negotiation of the associated contractual agreements.

Each Tenderer's acceptance of delivery of this ITT constitutes its agreement to and acceptance of the terms set out in this Important Notice.

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SECTION 1: TENDER PARTICULARS

GLOSSARY

Unless the context otherwise requires, the following words and expressions used within this Invitation to Tender (except Appendix B: Authority's Conditions of Contract) have the following meanings (to be interpreted in the singular or plural as the context requires):

TERM	MEANING
“Authority”	the Department for Environment, Food and Rural Affairs acting as part of the Crown.
“Bravo”	the e-Tendering system used by the Authority for conducting this procurement, which can be found at http://defra.bravosolution.co.uk
“Contract”	the contract (set out in Appendix B) to be entered into by the Authority and the successful Tenderer.
“EIR”	the Environmental Information Regulations 2004 (as amended) together with any guidance and/or codes of practice issued by the Information Commissioner or any Government Department in relation to those Regulations.
“FOIA”	the Freedom of Information Act 2000 (as amended) and any subordinate legislation made under that Act together with any guidance and/or codes of practice issued by the Information Commissioner or any Government Department in relation to that legislation.
“Information”	means the information contained in the ITT or sent with it, and any information which has been made available to the Tenderer by the Authority, its employees, agents or advisers in connection with the <i>[insert name of lot]</i> procurement.
“ITT”	this invitation to tender and all related documents published by the Authority and made available to Tenderers.
“Pricing Schedule”	the form accessed via Bravo in which Tenderers are required to submit their pricing information as part of a Tender.
“Regulations”	the Public Contracts Regulations 2015.
“Response”	means the information submitted in response to the ITT via the online response forms on Bravo including the Tenderer's formal Tender.
“Tender”	a formal tender in response to this ITT.
“Tenderer”	anyone responding to this ITT and, where the context requires, includes a potential tenderer.
“Timetable”	the timetable set out in Part 2 of this Section.

References to a “Section” and to an “Appendix” are references to a section and to an appendix in the ITT.

Reference to a statute or statutory provision is a reference to such statute or statutory provision as amended or re-enacted. A reference to a statute or statutory provision includes any subordinate legislation made under that statute or statutory provision, as amended or re-enacted.

PART 1: GENERAL

- 1.1 The Authority is looking for suppliers for **Understanding Long-Term Business Adaptations and Opportunities Realisation for Defra Business Stakeholders**. The project will enable Defra to understand the circumstances in which businesses in its sectors are operating following recent economic shocks, including EU exit and COVID-19, and their plans for the future. This research will provide insights into the extent to which businesses are planning for long-term adaptation in light of these events, what barriers businesses are facing to making adaptations and how new potential opportunities can be maximised. The research will cover businesses based in England, Wales, and Scotland.
- 1.2 This procurement is NOT being carried out in accordance with the Regulations because it is Research and Development. However, the Authority will conduct the procedure fairly, openly and transparently.
- 1.3 The Authority is using Bravo for this procurement which means the ITT and the forms for submitting a Tender are only available in electronic form. It can be accessed via your web browser at <http://defra.bravosolution.co.uk>.
- 1.4 Tenderers are required to submit their Tender in accordance with the instructions set out in Bravo and the ITT.
- 1.5 The information contained in the ITT is designed to ensure that all Tenders are given equal and fair consideration. It is important that Tenderers provide all the information asked for in the format and order specified so that the Authority can make an informed decision.
- 1.6 Tenderers should read the ITT carefully before submitting a Tender. It sets out:
- the Timetable and process for the procurement;
 - sufficient information to allow Tenderers to submit a compliant Tender;
 - award criteria and evaluation criteria which will be used to assess the Tenders; and
 - the administrative arrangements for the receipt of Tenders.
- 1.7 Tenderers are responsible for ensuring that they understand the requirements for this procurement. If any information is unclear, or if a Tenderer considers that insufficient information has been provided, they should raise a query via the clarification process described in clause **Error! Reference source not found.3.13**.
- 1.8 Tenderers are responsible for ensuring they have submitted a complete and accurate Tender and that prices quoted are arithmetically correct for the units stated.
- 1.9 Failure to comply with the instructions set out in the ITT or the provision of false, inaccurate or misleading information (at any stage of this procurement) may result in the Tenderer's exclusion from this procurement.
- 1.10 If there is any conflict between the information set out in the ITT and the information displayed in Bravo, the information in the ITT shall take precedence over the information displayed in Bravo.

- 1.11 The copyright in the ITT is vested in the Crown and may not be reproduced, copied or stored in any medium without the prior written consent of the Authority, The ITT, and any document issued as a supplement to it, are and shall remain the property of the Crown and must be returned upon demand.

PART 2: PROPOSED TIMETABLE AND ADMINISTRATIVE ARRANGEMENTS

- 2.1 The Timetable below is subject to change by the Authority and Tenderers will be informed accordingly.

Procurement Activity	Anticipated Date	
Publish Contracts Finder Notice and Bidder Pack	31/12/2021	
Clarification deadline	Date	Time
	20/01/2022	12:00
Bidder Pack / ITT response date	Date	Time
	31/01/2022	12:00
Technical Evaluation	31/01/2022 – 09/02/2022	
Moderation Meeting	14/02/2022	
Approval of Contract Award Report	21/02/2022	
Issue decision letters to Bidders issued	25/02/2022	
Contract award / contract issued	04/03/2022	
Contract Start Date	14/03/2022	
Publish Contract Award Notice and Redacted Contract	14/04/2022	
Contract Start Date	14/03/2022	
Contract End Date	31/03/2023	
Possible Extension Period	6 months	

PART 3: COMPLETION OF TENDER

- 3.1 By submitting a Tender, Tenderers agree:
- to be bound by the ITT; and
 - that if the Authority accepts the Tender in writing, the Tenderer will execute the Contract in the form set out in Appendix B or in such amended form as may be agreed in writing by the Authority.
- 3.2 The Authority may terminate or amend the procurement or the ITT at any time. Any such termination or amendment will be notified in writing to all Tenderers. In order to give Tenderers reasonable time in which to take an amendment into account in preparing their Tenders, the Authority may, at its discretion, extend the deadline for Tenders.
- 3.3 **Unless otherwise stated in the ITT or in writing by the Authority, all communications from Tenderers (including Tenderers' sub-contractors, consortium members, consultants and advisers) during the procurement must be made using Bravo. The Authority will not respond to communications made by other means and Tenderers should not rely on communications from the Authority unless they are made through Bravo.**

Submission of Tenders

- 3.4 Tenderers must complete all parts of the Tender form in Bravo in accordance with the instructions therein.
- 3.5 Tenderers should print off the Form of Tender which must be signed by an authorised signatory. The signed Form of Tender must be uploaded and submitted via Bravo as part of a Tender in accordance with the instructions in Bravo.
- 3.6 The Tender and any documents accompanying it must be in English.
- 3.7 Prices must be submitted in £ Sterling exclusive of VAT.
- 3.8 Tenders will be checked for completeness and compliance with the requirements of the ITT and only compliant Tenders will be evaluated.
- 3.9 Tenderers must be explicit and comprehensive in their Tender as; this will be the single source of information used to score and rank Tenders. The Authority will take into account only information which is specifically asked for in the ITT.
- 3.10 Where a length of response is stipulated, for example, a word count limit, only the information within the set limit will be evaluated.
- 3.11 Failure to provide the information required or supply documents referred to in the Tender within the deadline for Tenders may result in rejection of the Tender.
- 3.12 Tenderers should avoid reference to general marketing or promotional information/material (except where this is specifically required by the relevant question). General marketing or promotional brochures may not be accepted where these are not deemed to be specifically relevant to the question.

- 3.13 Different persons may be responsible for evaluating different responses to questions in a Tender. Therefore, Tenderers should not cross-refer to answers given elsewhere in a Tender but should answer each question so that it forms a stand-alone response. This may mean Tenderers need to repeat certain information in response to different questions if this is required by those questions.

Clarifications sought by Tenderers

- 3.13 Any request for clarification regarding the ITT should be submitted at the earliest opportunity via Bravo and in any event no later than the deadline for clarifications set out in the Timetable. The Authority is under no obligation to respond to queries raised after the clarification deadline.
- 3.14 The Authority will respond to all reasonable clarifications as soon as possible but cannot guarantee a minimum response time. The Authority will publish all clarifications and its responses to all Tenderers other than in exceptional circumstances.
- 3.15 If a Tenderer believes that a request for clarification is commercially sensitive or that publishing the same together with the Authority's response as set out above would reveal information, disclosure of which would be detrimental to the Tenderer, it should clearly state this when submitting the clarification request. However, if the Authority considers either that:
- the clarification and response is not commercially sensitive; and/or
 - all Tenderers may benefit from its disclosure,
- the Authority will notify the Tenderer of this (via Bravo), and the Tenderer will have an opportunity to withdraw the request for clarification. If the request for clarification is not withdrawn within 48 hours of the Authority's notification, the Authority may publish the clarification request and its response to all Tenderers and the Authority shall not be liable to the Tenderer for any consequences of such publication.
- 3.16 The Authority may not respond to a request for clarification or publish it where the Authority considers that the response may prejudice the Authority's commercial interests. In such circumstances, the Authority will inform the Tenderer of its view.

Changes to Tenders

- 3.17 Tenderers may modify their Tenders prior to the deadline for Tenders. No Tenders may be modified after the deadline for Tenders.
- 3.18 Tenderers may withdraw their Tenders at any time by submitting a notice via Bravo. Unless withdrawn, Tenders shall remain valid and open to acceptance by the Authority for 120 days from the deadline for Tenders.

Receipt of Tenders

- 3.19 Tenders must be uploaded onto Bravo no later than the time and date set out in the Timetable as the deadline for Tenders. The Authority will not consider Tenders received after the deadline. The Authority may, however, at its own discretion, extend the deadline and in such circumstances the Authority will notify all Tenderers of any change.

- 3.20 If a Tenderer experiences problems when uploading its Tender, it should contact the Bravo helpdesk for assistance and also inform the Authority.

Acceptance of Tenders

- 3.21 By issuing the ITT, communicating with a Tenderer or a Tenderer's representative or agents or any other communication in respect of this procurement, the Authority shall not be bound to accept any Tender or award any contract.

Costs of Tendering

- 3.22 Tenderers shall bear all their own costs and expenses incurred in the preparation and submission of their Tenders, site visits and presentations and the Authority will in no case be responsible or liable for those costs, regardless of the outcome of the procurement in relation to individual Tenders, even if the procurement is terminated or amended by the Authority.

Clarifications sought by the Authority

- 3.23 The Authority reserves the right (but is not obliged) to seek clarification of any aspect of a Tender and/or provide additional information during the evaluation phase in order to carry out a fair evaluation. Failure to respond adequately may result in the Tender being rejected.
- 3.24 Tenderers must give the names of two people in their organisation who can answer the Authority's clarification questions. The Authority will not contact any other persons. Tenderers must notify the Authority promptly of any changes.

Confidentiality of the ITT and related documents

- 3.25 The contents of the ITT and of any other documents and information published or provided by the Authority in respect of this procurement are provided on condition that they remain the property of the Authority, are kept confidential (save in so far as they are already in the public domain) and that the Tenderer shall take all necessary precautions to ensure that they remain confidential and are not disclosed, save as described below.
- 3.26 Tenderers may disclose information relating to the procurement to their advisers and sub-contractors in the following circumstances:
- disclosure is for the purpose of enabling a Tender to be submitted and the recipient of the information undertakes in writing to keep it confidential on the same terms as the Tenderer;
 - the Authority gives prior consent in writing to the disclosure;
 - the disclosure is made for the purpose of obtaining legal advice in relation to the procurement; or
 - the Tenderer is legally required to disclose the information.
- 3.27 Tenderers shall not undertake any publicity activities in relation to the ITT without the prior written agreement of the Authority, including agreement on the format and content of any publicity. For example, no statements may be made to the media regarding the nature of any Tender, its contents or any proposals relating to it without the prior written consent of the Authority.

- 3.28 All Central Government Departments, 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.
- 3.29 For these purposes, the Authority may disclose within Government any of the Tenderer's documents and information (including any that the Tenderer considers to be confidential and/or commercially sensitive) provided in its Tender. The information will not be disclosed outside Government during the procurement. Tenderers consent to these terms as part of the procurement.

Confidentiality: References and third-party evaluators:

- 3.30 When providing details of contracts as part of a Tender, Tenderers agree to waive any contractual or other confidentiality rights and obligations associated with these contracts.
- 3.31 The Authority may contact any named customer contact given as a reference or otherwise referred to as part of a Tender (and including any contacts or references given as part of the Tenderer's PQQ response). The named customer contact does not owe the Authority any duty of care or have any legal liability, except for any deceitful or maliciously false statements of fact.
- 3.32 Subject to clauses ~~3.343-35~~ to ~~3.383-39~~ the Authority confirms that it will keep confidential and will not disclose to any third parties any information obtained from a named customer contact, other than to the Cabinet Office and/or contracting authorities defined by the Regulations.
- 3.33 The Authority may use third parties in the course of its evaluation of Tenders. The Authority may disclose information contained therein to such third parties for the purposes of the Authority's evaluation of Tenders in accordance with the ITT. This right shall be in addition to the provisions of clauses 3.28, 3.29 and 3.34 to 3.38.

Commercially sensitive information and Freedom of Information

- 3.34 In accordance with the obligations placed on public authorities by the FOIA and the EIR, which provide a public right of access to information held by public bodies, the Authority may disclose information submitted to the Authority by the Tenderer.
- 3.35 If the Tenderer considers any information which it supplies to be commercially sensitive or confidential it should complete the schedule of Commercially Sensitive Information set out in Bravo and:
- clearly identify such information as confidential or commercially sensitive;
 - explain the potential implications of disclosure of such information; and
 - provide an estimate of the period of time during which the Tenderer believes that such information will remain confidential or commercially sensitive.
- 3.36 Where a Tenderer identifies information as confidential and/or commercially sensitive, the Authority will endeavour to maintain the confidentiality of that information, and will, where practicable, consult with the Tenderer before information relating to that Tenderer is

disclosed pursuant to a request for information under FOIA and/or EIR to establish whether an exemption from disclosure may apply.

- 3.37 However, even where information is identified as being confidential or commercially sensitive, there may be circumstances in which the Authority may be required to disclose such information in accordance with the FOIA or the EIR (in addition to any other transparency obligations as set out in clauses [3.283.29](#) and [3.293.30](#)). In particular, the 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 Authority cannot guarantee that any information marked “confidential” or “commercially sensitive” will not be disclosed and accepts no liability for any loss or prejudice caused by the disclosure of information.
- 3.38 If a Tenderer receives a request for information relating to this procurement under the FOIA or the EIR during the procurement, this should be immediately passed on to the Authority and the Tenderer should not respond to the request without first consulting the Authority.

Disclaimers

- 3.39 Whilst the information in the ITT and supporting documents have been prepared in good faith the Authority does not warrant that it is comprehensive or that it has been independently verified.
- 3.40 Neither the Authority nor its respective advisors, directors, officers, members, partners, employees, other staff or agents:
- makes any representation or warranty (express or implied) as to the accuracy, reasonableness or completeness of the ITT or of any other written or oral communication transmitted (or otherwise made available) to any Tenderer;
 - accepts any liability for the information contained in the ITT or in any other written or oral communication transmitted (or otherwise made available) to any Tenderer, or for the fairness, accuracy or completeness of that information; or
 - shall 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.

Any party considering entering into contractual relationships with the Authority following receipt of the ITT should make its own investigations and independent assessment of the Authority and its requirements for the goods and/or services and should seek its own professional financial and legal advice.

- 3.41 Neither the issue of the ITT nor any of the information presented in it should be regarded as a commitment or representation on the part of the Authority to enter into a contractual arrangement. Nothing in the ITT or in any other communication made between the Authority and any other party should be interpreted as constituting a contract, agreement or representation between the Authority and any other party (save for a formal award of contract made in writing) or as constituting a contract, agreement or representation that a contract shall be offered.

Canvassing

- 3.42 Any Tenderer which directly or indirectly canvasses any officer, member, employee, or agent of the Authority or its members or any other relevant body or any of its officers or

members concerning the Contract or this procurement which directly or indirectly obtains or attempts to obtain information from any such officer, member, employee or agent concerning any other Tenderer or Tender will be excluded from this procurement and its Tender rejected.

- 3.43 The Tenderer shall not make contact with any employee, agent or consultant of the Authority which is in any way connected with this procurement during this procurement, unless instructed otherwise by the Authority.

Conflicts of Interest

- 3.44 The concept of a conflict of interest includes any situation where relevant staff members of the Authority, involved in this procurement have, directly or indirectly, a financial, economic or other personal interest which might be perceived to compromise their impartiality and independence in the context of the procurement procedure and/or affect the integrity of the contract award.
- 3.45 If the Tenderer is aware of any circumstances giving rise to a conflict of interest or has any indication that a conflict of interest exists or may arise you should inform the Authority of this as soon as possible (whether before or after they have submitted a Tender). Tenderers should remain alert to the possibility of conflicts of interest arising at all stages of the procurement and should update the Authority if any new circumstances or information arises, or there are any changes to information already provided to the Authority. Failure to do so, and/or to properly manage any conflicts of interest may result in a Tender being rejected.
- 3.46 Provided that it has been carried out in a transparent manner, routine pre-market engagement carried out by the Authority should not represent a conflict of interest for the Tenderer.

Changes to a Tenderer's Circumstances

- 3.47 The Authority may:
- reject a Tender if there is a subsequent change of identity, control, financial standing or other factor i.e. resignation of a key individual or loss of a key contract etc which may affect the Authority's evaluation of the Tender;
 - revisit information contained in a Tender at any time to take account of subsequent changes to a Tenderer's circumstances; or
 - at any point during the procurement require a Tenderer to certify there has been no material change to information submitted in its Tender and in the absence of such certificate, reject the Tender.

Sub-Contracting

- 3.48 Where the Tenderer proposes to use one or more sub-contractors to deliver some or all of the contract requirements, all information requested in the Tender should be given in respect of the prime contractor and a separate appendix should be used to provide details of the proposed bidding model that includes:
- members of the supply chain;
 - the percentage of work being delivered by each sub-contractor; and

- the key contract deliverables each sub-contractor will be responsible for

3.49 The Authority recognises that arrangements in relation to sub-contracting may be subject to future change and may not be finalised until a later date. However, Tenderers should note that where information provided to the Authority indicates that sub-contractors are to play a significant role in delivering key contract requirements, any changes to those sub-contracting arrangements may affect the ability of the Tenderer to proceed with the procurement process or to provide the supplies and/or services required. If the proposed supply chain changes at any time after submission of its Tender, the Tenderer should inform the Authority immediately via Bravo. The Authority may deselect the Tenderer prior to any award of contract, based on an assessment of the updated information.

Pricing

3.50 Prices must be submitted in £ Sterling exclusive of VAT.

3.51 The Contract is to be awarded as a fixed price, which will be paid according to the deliverables stated in the Specification of Requirements.

3.52 The Pricing Schedule sets out the minimum level of pricing information required for the Tender. The Authority may request a detailed breakdown of any Tender.

Notification of Award and Standstill

3.53 The Authority will notify successful and unsuccessful Tenderers of its decision. There will be a ten (10) days standstill period before the Authority enters into the Contract.

TUPE (Not Applicable)

PART 4: GOVERNMENT POLICY IN RELATION TO TRANSPARENCY

4.1 Tenderers should be aware that the Government has set out the need for greater transparency in public sector procurement. Tenderers should note that if they are awarded a Contract, the tender documents and Contract will be published on the Contracts Finder website <https://www.gov.uk/contracts-finder>. In some circumstances, limited redactions may be made to some contracts before they are published.

PART 5: ARMED FORCES COVENANT

5.1 The Armed Forces Covenant is a public sector pledge from Government, businesses, charities and organisations to demonstrate their support for the armed forces community. The Covenant was brought in under the Armed Forces Act 2011 to recognise that the whole nation has a moral obligation to redress the disadvantages the armed forces community face in comparison to other citizens, and recognise sacrifices made.

5.2 The Covenant's 2 principles are that:

- the armed forces community should not face disadvantages when compared to other citizens in the provision of public and commercial services; and
- special consideration is appropriate in some cases, especially for those who have given most such as the injured and the bereaved.

The Authority encourages all Tenderers, and their suppliers, to sign the Corporate Covenant, declaring their support for the Armed Forces community by displaying the values and behaviours set out therein.

5.3 Guidance on the various ways you can demonstrate your support through the Armed Forces Corporate Covenant is provided in Appendix D.

5.4 If you wish to register your support you can provide a point of contact for your company on this issue to the Armed Forces Covenant Team at the address below, so that the MOD can alert you to any events or initiatives in which you may wish to participate. The Covenant Team can also provide any information you require in addition to that included on the website.

Email address: covenant-mailbox@mod.uk
Address: Armed Forces Covenant Team
Zone D, 6th Floor, Ministry of Defence,
Main Building, Whitehall, London, SW1A 2HB

5.5 Paragraphs 5.1 – 5.4 above are not a condition of working with the Authority now or in the future, nor will this issue form any part of the tender evaluation, contract award procedure or any resulting contract. However, the Authority very much hopes you will want to provide your support.

SECTION 2: EVALUATION

Evaluation comprises the stages set out in the table below. More information on evaluation criteria is set out in Bravo

Stage	Section Reference	Evaluation Criteria	Question Scoring/ Weighting (%)
Stage 1	Form of Tender	This stage is not scored but if you do not upload a complete, signed and dated Form of Tender in accordance with the instructions in Bravo, your Tender will be rejected as non-compliant.	Pass/Fail
Stage 2	Selection Stage:	<p>This stage is designed to select those Tenderers who are suitable to deliver the Authority's requirements and will be evaluated in accordance with the criteria set out in Sections 1 to 5 of the response form in Bravo and Part 1 of this Section 2 below (in respect of economic and financial standing and technical and professional ability).</p> <p>Failure to meet the stated selection criteria will result in a Response being rejected at this stage and no further assessment of the remainder of the Response (including the Tender) pursuant to the remaining stages below will be undertaken by the Authority.</p>	Pass/Fail
Stage 3	Technical & Professional Ability – Project Specific Requirements) (Technical Questionnaire)	<p>This stage will be evaluated in accordance with the criteria set out in the Technical Questionnaire.</p> <p>Some requirements are mandatory and if you cannot provide them your Tender may be rejected.</p> <p>Scored as 70% weighting of the total available score,</p>	<p>Scored</p> <p>E01 Sustainability Weighting= Pass/ Fail</p> <p>E02 Equality & Diversity Policy Weighting= Pass/ Fail</p> <p>E03 – Understanding of the Policy Context = Worth up to 10%</p>

		consisting of the following breakdown of questions:	<p>E04 – Approach, Methodology and Outputs = Worth up to 50%</p> <p>E05 – Expertise and Experience = Worth up to 25%</p> <p>E06 – Project Management, Quality Assurance, Risk Management and Mitigation = Worth up to 15%</p>
Stage 4	Pricing Schedule	Prices will be evaluated in accordance with criteria set out in the Pricing Schedule on the ITT and Bravo.	Scored weighting 30%
Stage 5	Final score / Award	<p>A Response which passes stage 1 and 2 will proceed to evaluation of Tenders in accordance with stages 3 to 5</p> <p>The final score is calculated as follows:</p> <p>Total Technical Quality Requirements will make up to a maximum of 70% of total score. (Stage 3)</p> <p>Total Price Requirements will make up to a maximum of 30% of total score. (Stage 4)</p> <p>The most economically advantageous Tender will be the Tender with the highest final score.</p>	

- 1.1 Tenders will be evaluated on quality and price using the evaluation criteria set out in Bravo to determine which Tender is the most economically advantageous. The Authority will award the Contract to the Tenderer which submits the most economically advantageous tender which will be the highest scoring Tender after the weightings in clause 1.3 are applied.
- 1.2 Each question will be scored separately, and no reference will be made between the questions.
- 1.3 To ensure that the relative importance of both sets of criteria is correctly reflected in the overall score, a weighting system will be applied to the evaluation:
 - the total quality scores awarded will form **70%** of the final score;
 - The score awarded for price will form **30%** of the final score.
- 1.4 Each scoring question in the quality evaluation is given a weighting to indicate the relative importance of that question in the overall quality score. Weightings for quality scores are

provided with the evaluation criteria and are detailed on Bravo for each question in the response form. The evaluation criteria for price are set out in the Pricing Schedule.

- 1.5 Evaluation of Tenders will be undertaken by a panel appointed by the Authority. Each panel member will first undertake an independent evaluation of the Tenders applying the relevant evaluation criteria for each question. Then, a moderation meeting will be held at which the evaluation panel will reach a consensus on the marking of each question.
- 1.6 Questions asked by the Authority to evaluate submission's Technical Quality can be found on Bravo. These are repeated as Appendix C of this ITT for information purposes.
- 1.7 The method for scoring price can be found on Bravo.
- 1.8 The submissions against the Technical Quality questions E03 – E06 will be evaluated using the following scoring criteria:

For a score of 100: Excellent - Response is completely relevant and excellent overall. The response is comprehensive, unambiguous and demonstrates a best-in-class thorough understanding of the requirement and provides details of how the requirement will be met in full.

For a score of 70: Good - Response is relevant and good. The response demonstrates a good understanding and provides details on how the requirements will be fulfilled.

For a score of 50: Acceptable - Response is relevant and acceptable. The response provides sufficient evidence to fulfil basic requirements.

For a score of 20: Poor - Response is partially relevant and/or poor. The response addresses some elements of the requirements but contains insufficient / limited detail or explanation to demonstrate how the requirement will be fulfilled.

For a score of 0: Unacceptable - Nil or inadequate response. Fails to demonstrate an ability to meet the requirement.

If a Tenderer receives a 'Fail' in either question E01 or E02 they will be eliminated from the procurement. If a score of twenty (20) or less is awarded to a Tenderer's response to any scored question the Authority may choose to reject the Tender.

The commercial evaluation will be based on a total price and bidders will be required to provide a full price breakdown of each work package, per year and matched against milestones.

The Authority is keen to receive tenders that are value for money. The project is for a fixed cost. Cost should reflect the scope and quality of the work. Competitive day rates for staff based on grades; and number of days should be provided; including a detailed breakdown for equipment, consumables; overheads and travel costs. In summing up the price; bidders should focus on methods and approaches that are suited to the requirements set out in the specification. As specified in the specification, bidders should allow up to £5k for analytical testing and sampling costs in their proposal, with specifics agreed at or below this ceiling within the project.

Where subcontractors or joint contractors are used, a separate breakdown for each should be provided in addition to the overall project costs.

Day rates for all staff should be provided along with a general description of duties.

The weighting and maximum marks available for the price (Stage 4) will be 30% and will be awarded to the Tenderer with the lowest Total Price. The remaining Tenderers will receive marks on a pro rata basis from the lowest to the highest price. The calculation used is the following:

$$\text{Score} = \frac{\text{Lowest Tender Price}}{\text{Tender Price}} \times 30 \text{ (Maximum available marks)}$$

For example, if three Tender Responses are received and Tenderer A has quoted £30,000 as their total price, Tenderer B has quoted £50,000 and Tenderer C has quoted £60,000 then the calculation will be as follows:

$$\text{Tenderer A Score} = £30,000/£30,000 \times 30 \text{ (Maximum available marks)} = 30$$

$$\text{Tenderer B Score} = £30,000/£50,000 \times 30 \text{ (Maximum available marks)} = 18$$

$$\text{Tenderer C Score} = £30,000/£60,000 \times 30 \text{ (Maximum available marks)} = 15$$

Commercial Pricing Breakdown applicable to this ITT is on Bravo. This should be downloaded; completed and attached to the commercial envelope.

***Please Note:**

Tenderers must be aware that all bids are submitted in acceptance of agreed Defra terms and conditions of contract. Any clarifications regarding terms and conditions must be discussed & agreed during the tender period. No discussion of terms and conditions of contract shall be held following tender submission. Failure to agree with the terms and conditions of contract post tender shall result in a bid being deemed non-compliant

SECTION 3: SPECIFICATION OF REQUIREMENTS

1. Summary

- 1.1. The Department for Environment, Food and Rural Affairs (Defra) would like to understand the circumstances in which businesses in its sectors are operating following recent economic shocks, including EU exit and COVID-19, and their plans for the future. This research will provide insights into the extent to which businesses are planning for long-term adaptation in light of these events, what barriers businesses are facing to making adaptations and how new potential opportunities can be maximised. The research will cover businesses based in England, Wales, and Scotland.
- 1.2. The aims of this research project are to understand:
- What long-term adaptation plans businesses in Defra's sectors are making, following recent economic shocks, and if businesses are taking advantage of new potential opportunities.
 - Perceived opportunities for and barriers faced by businesses in taking forward any long-term adaptation plans or realising benefits.
 - Any areas where additional support would help sectors adapt and grow.

Term	Definition
BEIS	Department for Business, Energy and Industrial Strategy
BICS	Business Impact of COVID-19 Survey
Defra	Department For Environment Food and Rural Affairs
ONS	Office for National Statistic

2. Background to the Requirement

- 2.1. Following recent economic shocks, including EU-exit and COVID-19, and in light of the Government's [plan for growth](#) and [levelling up agenda](#), Defra wants to understand the status of its sectors and their medium-term plans (next 1-2 years), as well as the opportunities sectors perceive in the long-term (beyond 2 years). This research will:
- inform Defra, Scottish Government and Welsh Government how Defra sector businesses are adapting post EU-exit and COVID-19 and how government can support growth across these sectors;
 - provide insight into how different types of businesses across these sectors perceive and are responding to new international trading conditions; and
 - support the development of monitoring and evaluation of international trade in relation to Defra sectors.

- 2.2. There are a variety of existing government sources that collate data on business adaptation and trade, including the ONS BICS survey¹ and the BEIS small business survey². However, these surveys do not meet Defra's specific needs. For example, the BEIS small business survey picks up a variety of information about businesses with up to 249 employees, which includes some detail about future plans for growth although mostly covers current or past circumstances. This survey does not provide enough detail to split Defra business sectors, provide a sufficiently detailed longer-term view or include large businesses. While the BICS allows sectors to be split out, enabling a focus on Defra business areas, the questions do not provide the insight into adaptation or future opportunities and therefore the long-term view required by the Authority.

3. Research Objectives

- 3.1. The four main objectives and associated research questions to be answered by this project are outlined below.

- 3.1.1. To understand the current trading conditions for businesses in Defra sectors.
- What are the current trading conditions? Where do businesses trade? How has this changed since January 2020?
 - Are businesses growing, contracting, or diversifying?
 - How do businesses assess the circumstances in their sector?
 - What challenges do they currently face?
- 3.1.2. To understand the extent to which businesses are making adaptation plans, following recent economic shocks
- What adaptation plans (if any) do businesses have? If they don't have plans, why not?
 - [If making plans] Over what timescale are the plans?
 - Are businesses considering diversifying their portfolios?
 - Are businesses looking for new innovations/skills?
- 3.1.3. To identify the extent to which businesses see new opportunities, following recent economic shocks
- Do businesses see new areas of growth opening up for them?
 - Are there any barriers and facilitators to taking up opportunities?
 - Where are the areas of growth (e.g. in the current sector they operate in, a different sector, new markets at home or abroad)?
 - How do businesses feel about the prospects for new Free Trade Agreements?
 - Are businesses planning to invest in new innovations/skills?
- 3.1.4. To understand to what extent businesses are able to maximise opportunities for growth
- Do businesses have the right resources in place to maximise future growth?
 - What would help their business successfully grow?
 - Do they have any concerns around future growth?
 - To what extent are businesses aware of existing support?
 - Are there any actual/perceived barriers to maximising opportunities for growth?

¹ ONS BICS survey - Business Impact of COVID-19 Survey (BICS) results - Office for National Statistics (ons.gov.uk)

² BEIS small business survey - Small Business Survey reports - GOV.UK (www.gov.uk)

4. **Approach and Methodology**

- 4.1. Two work packages are outlined below to cover the research questions and objectives of this project.
- 4.2. Work Package 1 seeks to obtain quantitative data on business attitudes and behaviours across Great Britain. Work Package 2 seeks to explore some of the challenges and opportunities in-depth via qualitative interviews with a selection of business across the sectors surveyed.
- 4.3. The Authority have suggested the research methods which is expected would be best suited, however Defra would welcome tenderers to propose alternate quantitative and qualitative approaches with a strong rationale for how the chosen approach would meet the Authority's overall aims. Bidders should cost the core methodology for scoring purposes. However, bidders are welcomed to propose innovative methods if they consider this to be more robust methodology.

5. **Coverage**

- 5.1. Geography: Both work packages must cover businesses in England, Scotland and Wales. For Work Package 1 (see below) all nine regions in England should also be covered, as represented in the ONS NUTS 1 statistical regions³.
- 5.2. Sectors: the following sectors should be represented:
 - Food/drink – processing/manufacturing
 - Food/drink – retail/wholesale
 - Food/drink – hospitality
 - Seafood (except in Scotland)
 - Chemicals
 - Waste & resources
 - Forestry
 - Horticulture
- 5.3. Farming has been excluded because farmer experiences, practices, attitudes and plans are being captured via other channels as part of ongoing longitudinal research / monitoring. The base sizes in this survey are also unlikely to sufficiently reflect the diversity of the sector (e.g., farm types, sizes, forms of ownership, etc.). Insights for farming will therefore be drawn from other sources.
- 5.4. The seafood sector in Scotland has been excluded at the request of Scottish Government, who have advised that this sector have already received considerable requests for information, and the Authority wants to avoid survey fatigue for these businesses.

Further sample requirements are included under each work package.

6. **Work Package 1: Quantitative Survey**

- 6.1. It is proposed that work package 1 would consist of a telephone survey of businesses across Great Britain. The survey should cover each of the research objectives. It is

³ Explanation of the ONS NUTS layers in the UK - [Eurostat - Office for National Statistics \(ons.gov.uk\)](https://ons.gov.uk/eurostat)

expected that the telephone interview should last a maximum of around 20 minutes and would be undertaken with the person within the business responsible for business planning.

- 6.2. **Sample:** The Authority welcomes proposals for the best sample frame to capture the required businesses but suggest that the Inter-Departmental Business Register (IDBR)⁴ could be used. When considering this option, contractors should be aware that when obtaining a sample from the IDBR, it is expected that there will only be contact details available for around 10% of businesses, therefore matching would be required to obtain business contact information. Any contact matching should be factored into costs. For businesses with multiple locations, it is requested that the business is only sampled once, e.g. via the head office. The Authority expect contractors to consider how they will ensure a geographic spread if head offices are sampled which are biased towards London and the South East.
- 6.3. **Methodology:** Contractors will lead questionnaire development, but this must be developed alongside Defra stakeholders through deliberative workshops, to ensure Defra's needs are met and nuances between sectors are considered. Cognitive testing will be required for the survey, and it is suggested that a pilot study is undertaken. Following any amendments suggested by this process, the telephone survey should be carried out with a completed sample of 2,000 businesses in England, 500 in Wales and 500 in Scotland. It is expected that this will allow the Authority to make comparison between England and GB. However, this would not allow for comparisons between the Devolved Administrations. There should be representation for businesses within each region across England, the number for which will be agreed with the successful bidder.
- 6.4. **Quotas:** The research should provide coverage by sectors the businesses are operating, the size of the businesses and the type of trade the business partakes in (such as importing/exporting/domestic only). Please note these are independent, not inter-locking, quotas.
- 6.5. Within England, the Authority expects a minimum of:
- 100 businesses per sector will be covered.
 - 100 by each size of business:
 - Micro businesses: 1-9 employees
 - Small businesses: 10-49 employees
 - Medium businesses: 50-249 employees
 - Large businesses: 250+ employees
- 6.6. Further to this, the Authority is keen to see that businesses with different international trading statuses are represented. There should be a suitable quota for businesses (number to be agreed with successful bidder):
- Only trading domestically.
 - Businesses engaged in import and/or export, covering EU and third countries.
 - Businesses who have recently stopped trading internationally.
 - Businesses with plans to trade internationally.
 - For Scotland and Wales we envisage a mix of these characteristics be represented and any quotas can be further discussed with the successful bidder.

⁴ Inter-Departmental Business Register (IDBR) – ONS [Inter-Departmental Business Register \(IDBR\) - Office for National Statistics \(ons.gov.uk\)](https://ons.gov.uk/inter-departmental-business-register)

- 6.7. The quotas should be considered a strong guideline but may need to be adapted based on the population size for each variable. The Authority would welcome any additional market insights on this.

7. Work Package 2: Case studies

- 7.1. Work Package 2 consists of qualitative interviews with selected businesses. This will provide case study examples exploring the specific challenges and opportunities seen by a business and what they see as key to enabling their business to grow. These case studies should cover a variety of sectors and regions/countries. Bids should be costed with the expectation of 20 in-depth one-to-one interviews, lasting up to one hour, conducted via telephone. However, the Authority is open to other qualitative methods being proposed. Participants should be sampled from those surveyed in Work Package 1 who agree to be recontacted.

7.2. Analysis and Reporting

- 7.2.1. Quantitative analysis in work package 1 should provide relevant data cross-tabulations, which will be agreed once the questionnaire has been developed alongside other Defra stakeholders. An interim report should be provided, which will show emerging findings for internal use and progress monitoring. The quality assurance processes used by the contractor should be clearly set out. Defra requires the final anonymised data set in SPSS once the research is completed.
- 7.2.2. Following qualitative data collection, the Authority expects appropriate qualitative analysis techniques will be carried out, which should be agreed with Defra.
- 7.2.3. A presentation bringing together the findings of both work packages should be delivered by the contractor to an audience across Defra.
- 7.2.4. The Contractor is expected to deliver a final report, which will bring together the quantitative and qualitative analysis from the two work packages.
- 7.2.5. The final report should detail the research methodology, analysis techniques, and clearly present the research results. The final report should be produced to publication standards and meet government accessibility requirements. The final report should have an executive summary of 2-4 pages, a main report of approximately 25 pages, plus relevant appendices.

7.3. Accessibility Requirements for GSR Reports

- 7.3.1. Contractors are expected to meet government requirements for accessible reports (guidance is available here: www.gov.uk/guidance/guidance-and-tools-for-digital-accessibility).
- 7.3.2. This includes, but is not limited to, consideration of:
- font (size, style and justification)
 - headings and sub-headings to structure reports
 - alt-text for images, charts or graphs
 - table captions and summaries in all tables
 - colours that are suitable for those with colour-blindness

- 7.3.3. Bidders are expected to outline how they will meet accessibility requirements and what processes they have in place to assure this. The exact outputs should be discussed with the commissioning team, but accessibility should be considered in all outputs (e.g. Word, PowerPoint, CSV data files or PDF documents). Defra can provide a Word template where contractors do not already have an in-house accessible report template.

8. Project Management

- 8.1. Tenderers should put forward an experienced project manager to manage the research. This person should be the main point of contact with the Defra project manager. The contractor should put forward a team to work on this project, with clearly defined responsibilities including overall ownership. Defra will set up an internal project steering group for ongoing monitoring of the project.
- 8.2. The Contractor will be required to attend a virtual inception meeting with Defra in the first week of contract commencement to agree the details of the study design, methodology and analysis, timelines and ways of working. In general, actions where Defra is expected to contribute (e.g., clearing a topic guide) should be made identifiable at the outset of the project.
- 8.3. If the Contractor employs a subcontractor, details of how this relationship will be managed and the expected involvement from Defra project manager should be provided and agreed.
- 8.4. Throughout the duration of the contract, the Contractor will provide progress updates in weekly written updates and in regular phone calls with the Defra project manager. The Contractor is also expected to attend at least three virtual stakeholder meetings with Defra: the inception meeting, an interim meeting to present findings from Work Package 1, and a final meeting to present joint findings from Work Packages 1 and 2 and ensure all objectives have been met at the end of the contract. In addition, appropriate written and/or other updates may be needed as the project progresses. The Contractor should have a risk log and will notify Defra without delay if there is a risk that the project timeline may extend.
- 8.5. The Contractor should provide detail on a plan to quality assure all work carried out, including data collection, analyses, and reporting.
- 8.6. Defra will inform the Contractor without delay if there is any deficiency in the quality of the services provided under the contract. The Contractor will take steps to ensure any problems are resolved as a matter of urgency.

9. Confirmation of Deliverables

- A project plan, outlining key milestones, agreed with Defra following an inception meeting.
- A risk register setting out the Contractor's views on the main risks and obstacles to a successful completion of the project within the timelines stipulated and outlining the steps they will take to address these.
- Quantitative and qualitative business recruitment strategy for England, Wales and Scotland, agreed with Defra.
- Quantitative and qualitative survey tools, agreed with Defra.
- Quality assurance plan, covering data collection, all analyses, and reporting.

- Cognitive testing and a pilot study, to ensure questions are appropriate and effective.
- Interim report for Work Package 1, including details of analytical approach, calculations, emerging findings, etc., as specified in 'Analysis and reporting' section of this specification.
- Presentation of findings from the work packages, in a virtual meeting with Defra.
- Final report as described in 'Analysis and reporting' section of this specification.

10. Payment Milestones and Timetable

10.1. Suggested key project milestones are presented below – timings and payments will be confirmed with the Contractor in the inception meeting.

Payment milestones	Milestone description
Inception Meeting	Inception meeting with Defra, receipt of meeting minutes, project plan and risk register.
Completion of cognitive testing and pilot study	Results from cognitive testing, pilot completed
Work Package 1 (WP1) completed; interim report delivered	WP1 fieldwork completed. Interim report delivered.
Work Package 2 (WP2) completed	WP2 fieldwork completed.
Final Report	Final report, incorporating final comments from the steering group and external peer review feedback. Presentation to be carried out for stakeholders across Defra.

Section 4: Governance and Contract Management

1. The quality of the service provided will be regularly monitored by the Authority against the elements outlined in Section 5 and Section 6 below.
2. An official within Defra will act as the Project Officer responsible for the day to day management of the contract. The Supplier will appoint a Project Manager who will act as the principal point of contact for Defra. Tenderers may propose consortium or subcontracting arrangements but should provide a single manager responsible to Defra for fulfilment of the contract and for liaison with Defra's contact person.
3. The Supplier will be required to provide the Project Officer at Defra with regular progress updates. The form of these updates will be agreed in the inception meeting but is likely to involve weekly project management telephone meetings initially, changing to every two weeks when project is well-established. The Supplier will also agree to make all reasonable efforts to meet with Defra officials as and when required.
4. Following completion of a deliverable a 'Post-Assignment Feedback' review will be undertaken with key members of the programme team to discuss what was achieved, what went well and any opportunities for improvement on future assignments.
5. The Supplier shall meet the agreed deadlines for delivery of the project deliverables and will notify the Authority without delay if there is a risk that they may be unable to meet this deadline. Tenderers should provide an assessment of risks and countermeasures in a risk management plan as part of their submission.

6. Efficiencies and Continuous Improvement in Service Lifetime

- 6.1. During the Contract, the Contractor shall look to develop, maintain, and improve efficiency, quality and where possible provide a reduction in charges to enhance the overall delivery of the Contract.
- 6.2. The Contractor shall have an ongoing obligation throughout the Contract to identify new and potential improvements to the Services which shall include, but are not limited to:
 - New or potential improvement which enhances the quality, responsiveness, procedures, methods and/or customer support services; and
 - Changes in business processes and ways of working that would enable the Services to be delivered at lower costs and /or at greater benefits to the Authority.

7. Performance Management

- 7.1. Key Performance Indicators (KPIs) are essential in order to align supplier performance with the requirements of the Authority and to do so in a fair and practical way. KPIs have to be realistic and achievable; they also have to be met otherwise indicating that the service is failing to deliver.
- 7.2. The Contract shall be managed in accordance with the Authority's Terms and Conditions and KPIs under the Performance Management Framework.

The proposed KPIs are set out in Section 4 and Section 5.

Travel and Subsistence

All Travel and Subsistence should be in line with Defra's Travel and Subsistence Policy. Claims should always be supported by valid receipts for audit purposes and must not exceed any of the stated rates below. Should the stated rate be exceeded, Defra reserve the right to reimburse only up to the stated rate.

Rail Travel

All Journeys – Standard class rail unless a clear business case demonstrating value for money can be presented. This includes international rail journeys by Eurostar and other international and overseas rail operators.

Mileage Allowance

Mileage Allowance	First 10,000 business miles in the tax year	Each business mile over 10,000 in the tax year
Private cars and vans – no public transport rate*	45p	25p
Private cars and vans – public transport rate	25p	25p
Private motorcycles	24p	24p
Passenger supplement	5p	5p
Equipment supplement**	3p	3p
Bicycle	20p	20p

*NB the 'no public transport rate' for car and van travel can only be claimed where the use of a private vehicle for the journey is essential e.g. on grounds of disability or where there is no practical public transport alternative. If the use of the vehicle is not essential the 'public transport rate' should be claimed.

** Under HMRC rules this expense is taxable.

UK Subsistence

Location	Rate (Upper Limit)
London (Bed and Breakfast)	£130
UK Other (Bed and Breakfast)	£75
Rates for specific cities (bed and breakfast)	Bristol £100 per night Weybridge £100 per night Warrington £90 per night Reading £85 per night

SECTION 5: PERFORMANCE MANAGEMENT FRAMEWORK

1. Overview of the PMF

- 1.1. As part of the Authority's continuous drive to improve the performance of all Contractors, this PMF will be used to monitor, measure and control all aspects of the Supplier's performance of contract responsibilities.
- 1.2. The PMF purpose is to set out the obligations on the successful Contractor, to outline how the successful Contractor's performance will be monitored, evaluated and rectified for performance.
- 1.3. The Authority may define any reasonable performance management indicators for the Contractor under the following categories:
 - Contract Management
 - Delivery and Support
 - Quality of Service
- 1.4. The above categories are consistent with all Contract awards allowing the Authority to monitor Contractor' performance at both individual level and at the enterprise level with the individual Contractor.

2. Management of the PMF

- 2.1. Key Performance Indicators (KPI's) shall be monitored on a regular basis and shall form part of the contract performance review. Performance of KPI's will be reported by the Contractor to the Authority on monthly basis. The Contractor shall detail performance against KPI's in Monthly Reports and at quarterly Contract Meetings with the Authority; who will review this and make comments if any.
- 2.2. The Contractor shall maintain their own management reports, including a Risk and Issues Log and present these as requested by the Authority at any meeting requested by the Authority.
- 2.3. Any performance issues highlighted in these reports will be addressed by the Contractor, who shall be required to provide an improvement plan ("Remediation Plan") to address all issues highlighted within a week of the Authority request.
- 2.4. Key Performance Indicators (KPIs) are essential in order to align Contractor's performance with the requirements of the Authority and to do so in a fair and practical way. KPIs must be realistic and achievable; they also have to be met otherwise indicating that the service is failing to deliver. The successful Contractor will ensure that failure and non-performance is quickly rectified.
- 2.5. The Authority reserves the right to amend the existing KPI's detailed in Section 5 or add any new KPI's. Any changes to the KPI's shall be confirmed by way of a Contract Change Note.

Section 6: Key Performance Indicators (KPI's)

KPI	What is required to make this measurable	KPI Measurement	KPI Rating		
KPI 1 – Project Deadlines	Deliverables will be presented by the Contractor(s) to the Authority at the agreed date and quality as outlined in the deliverables.	Quality deliverables are presented to the Authority on the day and or time (if appropriate) that has been agreed by both parties. The Authority's project officer deems the deliverable to be of sufficient quality.	Deliverables sent to the Authority greater than 5 (five) working days after the agreed deadline.	Deliverables sent to the Authority greater than 1 (one) working day after the agreed deadline, or less than one day but later than the agreed time if a restricted timescale.	Meets expectations - All deliverables sent to the Authority on time
KPI 2 – Invoices	Invoices to be received within a timely manner, with relation to the agreed payment milestones.	Invoices quote the correct PO, Contract number, the Authority Contact, and qualitative description of the work being done.	Invoices received by the Authority which contains inaccuracies and/or greater than 10 (ten) working days after the agreed deadline.	Invoices received by the Authority greater than 5 (five) working days after the end of the month, and/or contains some inaccuracies.	Meets expectations - All invoices received by the Authority on time and accurately reflect agreed work
	Invoices and associated deliverables should be clearly linked.	Invoices must be clearly itemised: specific milestones and deliverables should be explicitly listed.			

	Note partial payment for milestones is not permissible: only completed milestones and deliverables are chargeable.	Associated reports should be clearly and explicitly linked to invoices to help financial tracking.			
KPI 3 – Quality of Deliverable: Error Free	Deliverables are accurate and free of errors.	Deliverables reviewed by the Authority for accuracy.	A significant error is identified that results in published documents or National Statistics being amended by Defra. Or an error is identified that results in Government incurring financial damages or significant reputational harm.	An error is identified that does not result in published documents or National Statistics being amended	Meets expectations – No errors within deliverables
KPI 4 – Check point risk Assessment	High quality, detailed and up to date project risk assessments in place.	Initial submission 1 month from commencement and kept up to date throughout the project. Evidence should be provided that risks are proactively managed.	Risk Assessment is not kept up to date and known risks are not communicated on the Risk Assessment	Risk Assessment is kept up to date but communication on the Risk Assessment is incomplete	Risk assessment is kept up to date and remains appropriate for use

KPI 5 – Monthly activity check-in with Authority	Contractor will give Authority monthly updates on project progression, any foreseen blockages or issues	Contractor will contact Authority at least monthly (email/phone/videocall) with relevant updates	Contractor goes more than 3 months without contacting Authority with relevant updates, OR without stating known future potential issues	Contractor goes more than 2 months without contacting Authority	Contractor contacts Authority at least monthly, stating project activities and any future potential issues
KPI 6 – Quality of Deliverable: Report QA	A credible QA development plan is in place with time bound deliverables to implement Defra Quality Assurance Guidelines for Reports. QA logs are implemented and accurately maintained for all Reports.	A credible and time bound plan to implement Defra QA Guidelines for Models is in place and adhered to. The guidelines are implemented within the lifetime of the Contract. QA logs are accurately maintained and annually updated.		Lack of a model QA development plan, a significant inaccuracy in the QA log or a failure to maintain the model to the required standard	Meets expectations

APPENDIX A
FORM OF TENDER

To be returned by 12:00pm (UK time) on **31st January 2022**.

Elizabeth James
Procurement Advisor
Department for Environment, Food and Rural Affairs
Procurement and Commercial Function
Nobel House
17 Smith Square
London, SW1P 3JR

TENDER FOR THE: *Understanding Long-Term Business Adaptations and Opportunities Realisation for Defra Business Stakeholders*

Tender Ref: itt_9733

1. We have examined the invitation to tender and its schedules set out below (the **ITT**) and do hereby offer to provide the goods and/or services specified in the ITT and in accordance with the attached documents to the Authority commencing **14th March 2022** for the period specified in the ITT.
 - Tender Particulars (Section 1)
 - Specification of Requirements (Section 3)
 - Form of Tender (Appendix A)
 - Authority's Conditions of Contract (Appendix B)
2. If this tender is accepted, we will execute the Contract and any other documents required by the Authority within 10 days of being asked to do so.
3. We agree that:
 - a. before executing the Contract substantially in the form set out in the ITT, the formal acceptance of this tender in writing by this Authority or such parts as may be specified, together with the documents attached shall comprise a binding contract between the Authority and us;
 - b. pursuant to EU Directive 1999/93/EC (Community Framework for Electronic Signatures) and the Electronic Communications Act 2000, the Contract may be executed electronically using the Authority's electronic tendering and contract management system, Bravo;
 - c. we are legally bound to comply with the confidentiality provisions set out in the ITT;
 - d. any other terms or conditions or any general reservation which may be provided in any correspondence sent by the Authority in connection with this procurement shall not form part of this tender without the prior written consent of the Authority;
 - e. this tender shall remain valid for 120 days from the closing date for tenders specified in the ITT; and

- f. the Authority may disclose our information and documents (submitted to the Authority during the procurement) more widely within Government for the purpose of ensuring effective cross-Government procurement processes, including value for money and related purposes.

4. We confirm that:

- a. there are no circumstances affecting our organisation which could give rise to an actual or potential conflict of interest that would affect the integrity of the Authority's decision making in relation to the award of the Contract; or
- b. if there are or may be such circumstances giving rise to an actual or potential conflict of interest, we have disclosed this in full to the Authority.

5. We undertake and it shall be a condition of the Contract that:

- a. the amount of our tender has not been calculated by agreement or arrangement with any person other than the Authority and that the amount of our tender has not been communicated to any person until after the closing date for the submission of tenders and in any event not without the consent of the Authority;
- b. we have not canvassed and will not, before the evaluation process, canvass or solicit any member or officer, employee or agent of the Authority or other contracting authority in connection with the award of the Contract and that no person employed by us has done or will do any such act; and
- c. made arrangements with any other party about whether or not they may submit a tender except for the purposes of forming a joint venture.

6. I warrant that I am authorised to sign this tender and confirm that we have complied with all the requirements of the ITT.

Signed

Date

In the capacity of

**Authorised to sign
Tender for and on
behalf of**

Postal Address

Post Code

Telephone No.

Email Address

APPENDIX B
AUTHORITY'S CONDITIONS OF CONTRACT
Upload on Bravo

APPENDIX C

TECHNICAL EVALUATION QUESTIONS

If a Tenderer receives a 'Fail' in any of the questions E01 - E02 they will be eliminated from the procurement.

If a Tenderer scores 20 or less using the 'Scoring Criteria' in Section 2: Tender Evaluation (Paragraph 1.8); for any of the questions E03-E06 the Authority may choose to reject the Tender.

The technical evaluation will account for **70%** of the total marks.

E01 Sustainability (Weighting - Pass/Fail)

The Authority has set itself challenging commitments and targets to improve the environmental and social impacts of its estate management, operation and procurement. These support the Government's green commitments. The policies are included in the Authority's sustainable procurement policy statement published at:

<https://www.gov.uk/government/publications/defra-s-sustainable-procurement-policy-statement>

Within this context, please explain your approach to delivering the services and how you intend to reduce negative sustainability impacts. Please discuss the methods that you will employ to demonstrate and monitor the effectiveness of your organisation's approach.

Evaluation Criteria:

Your response must:

- Demonstrate that there is a sustainable policy in-place.
- Provide evidence how you will reduce the environmental impacts of delivering this contact that may include the following;
 - Using innovative sustainable tools, techniques and technologies
 - The procedures and systems in place for communicating what needs to be done to improve sustainability to those engaged on this contract;
 - Explain how you measure sustainability performance and be able to report to the Authority on progress if required.

A Fail will be allocated to those responses that are not able to demonstrate any evidence of addressing sustainability.

Please upload your response with filename 'Your Company Name_E01'. Your response must be no more than 2 side of A4, minimum font size 10. Your Sustainability Policy will be accepted in addition to this limit.

E02 Equality and Diversity Policy (Weighting - Pass/Fail)

The Authority is committed to promoting equality and diversity within its operations and service delivery. Please describe your organisation's commitment to equality and diversity and how you ensure that compliance with relevant legislation is achieved and maintained. Please describe how you will promote equality and diversity in relation to the delivery of this Contract. Please also provide a copy of your equality and diversity policy or an equivalent document.

Evaluation Criteria:

- Includes a copy of the Tenderer's equality and diversity policy or an equivalent document which shows their organisation's commitment to equality and diversity and confirms their compliance with relevant legislation.
- Describes how the Tenderer will promote equality and diversity in relation to the delivery of this Contract.

A Fail will be allocated to those responses that are not able to demonstrate any evidence of addressing equality and diversity.

Please upload your response with filename 'Your Company Name_E02'. Your response must be no more than 2 side of A4, minimum font size 10. Your Equality and Diversity Policy will be accepted in addition to this limit.

Questions E03 - E06 are scored as per the criteria outlined in Section 2: Tender Evaluation (Paragraph 1.8 above)

The Technical weighting of Bravo will be calculated at 100% of the total score available initially.

E03 is worth 10% of the technical score available

E04 is worth 50% of the technical score available

E05 is worth 25% of the technical score available

E06 is worth 15% of the technical score available

However, as the Technical weighting is worth 70%;

Tenderers should not include any commercial/pricing information in the responses to the technical questions.

All tenderers should be aware of the timescales set to deliver this requirement and only submit a response where they are fully confident of being able to deliver within these parameters.

Questions E03 – E06 will be scored using the following scoring criteria:

For a score of 100: Excellent - Response is completely relevant and excellent overall. The response is comprehensive, unambiguous and demonstrates a best-in-class thorough understanding of the requirement and provides details of how the requirement will be met in full.

For a score of 70: Good - Response is relevant and good. The response demonstrates a good understanding and provides details on how the requirements will be fulfilled.

For a score of 50: Acceptable - Response is relevant and acceptable. The response provides sufficient evidence to fulfil basic requirements.

For a score of 20: Poor - Response is partially relevant and/or poor. The response addresses some elements of the requirements but contains insufficient / limited detail or explanation to demonstrate how the requirement will be fulfilled.

For a score of 0: Unacceptable - Nil or inadequate response. Fails to demonstrate an ability to meet the requirement.

If a Tenderer receives a 'Fail' in either question E01 or E02 they will be eliminated from the procurement. If a score of twenty (20) or less is awarded to a Tenderer's response in respect of questions E03-E06 the Authority may choose to reject the Tender

E03 – Understanding of the Policy Context (weighting: 10%)

Please set out your consideration of how the policy context will inform and shape this project, as well as your own understanding of its aims and objectives.

Your response should include:

- Understanding of this project aims and objectives.
- Understanding of the current gaps in the research.
- Understanding of the policy context and the project's relevance to Government goals.

Your response must be a maximum of two sides of A4, font size 11. Please upload a document with the filename: 'E03_Your Company Name'.

E04 – Approach, Methodology and Outputs (weighting: 50%)

Please provide details of your project design and methodology, and how this meets the aims, objectives and outputs detailed in this specification, including but not limited to your approach to:

- Identifying an appropriate sample for the study
- Quantitative methodology, including approach to data collection
- Qualitative methodology, including rationale for the recommended approach over other options considered;
- Ensuring insightful analysis and reporting.
- Detail on how you will meet Government accessibility requirements throughout the project.

Your response should include:

Overview of research methodology for Work Package 1 and 2.

- Detailed sampling strategy, including proposed sample frame, demonstrating clear understanding of quota requirements.

- Engagement techniques (e.g. telephone interview).
- Quantitative and qualitative analysis techniques to be utilised.
- Details on how you will ensure Government accessibility requirements are met throughout the project.
- Details of the deliverables and how they meet the policy requirement.

Your response must be a maximum of five sides of A4, font size 11. Please upload a document with the filename: 'E04_Your Company Name'.

E05 – Expertise and Experience (weighting: 25%)

Please outline your proposed project team and provide details of your expertise and previous experience relevant to this requirement. CVs for key individuals who will be involved in delivering the project should be submitted to support your response (maximum of two sides of A4 per CV).

Your response must include the below:

- Provide details of the proposed project team and the team structure, including an organogram showing the structure of your project team. Please include any subcontractors, if relevant.
- Demonstrate that key individuals have relevant expertise and experience to undertake the proposed project.
- Demonstration of a track record in managing and successfully completing similar projects of the type proposed in the specification of requirements.
- Please demonstrate your expertise in delivering key findings and implications of complex research to a mixed audience, with particular relevance to public policy.
- Provide a breakdown showing the allocation of time across different components of the project by all key individual members of the proposed team.

Your response must be a maximum of three sides of A4, font size 11, plus CVs. Links to other documents will not be considered as part of your response. Please upload a document with the filename: 'E05_Your Company Name'.

E06 – Project Management, Quality Assurance, Risk Management and Mitigation (weighting: 15%)

Please provide details of the proposed project management arrangements, including draft timelines and communication with Defra.

Please identify the individual(s) who will have overall responsibility for the contract and a representative available for day-to-day contact with Defra's contract manager.

If relevant, include details of any subcontracting arrangements and how this will be managed.

Please provide details of how you intend to quality assure work undertaken as part of this contract and outputs so that deliverables are provided efficiently, to a high standard and on time. Please identify the key risks associated with this contract and provide details of risk mitigation.

Your response must include the below.

- Demonstrate a robust approach to project management with a description of how this will be implemented, including in relation to change management, issues escalation and quality control.
- Provide a draft project plan, including a Gantt chart, which sets out how you will achieve the key milestones, including timelines, inter-dependencies, risks and issues.
- Provide details of the strategies, policies or systems you will use to ensure the delivery of the project meets quality requirements, including work delivered by sub-contractors or through consortium arrangements.
- Provide an assessment of key risks, including any technical, personnel, stakeholder, timetable and commercial risks, and provide details of risk mitigation and redress including in the event that outputs do not meet the specification. Ensure you include reference to risk mitigation and management of Covid-19 disruption.

Your response must be a maximum of three sides of A4, font size 11, with an additional one side of A4 for a Gantt chart. Please upload a document with the filename: 'E06_Your Company Name'.

APPENDIX E
Commercially Sensitive Information (Attached)
Please re-produce and upload as an attachment on Bravo if applicable

TENDERER'S COMMERCIALLY SENSITIVE INFORMATION	POTENTIAL IMPLICATION OF DISCLOSURE	DURATION OF COMMERCIALLY SENSITIVE INFORMATION

APPENDIX F

PRICING SCHEDULE

(Uploaded onto the Bravo Portal)

APPENDIX G

Staff Time

(Uploaded onto the Bravo Portal)