Department
for Environment
Food & Rural Affairs

Appendix 2 – Call-Off Procedure:

for The Research, Development and Evidence Framework 1

Tender Reference:

Project_30120

Date: March 2023

1.0 Request for Proposal

1.1 The following document is to be used as a Call-Off template to be sent to all Contractors on a sub-lot by the Project Manager of the Contracting Authority for completion and return in accordance with the Call-Off procedures detailed in the Form of Agreement.

Research, Development and Evidence Framework			
REQUEST FOR PROPOSAL			
Project title:		NCF: Peatland Sector Capacity Research	
Call off Reference:		**RDE 229**	
Atamis project ref (if applicable):		**P-30712**	
Date:		**14th March 2023**	
Contracting Authority (Defra and its arms-length bodies etc)	Defra		
Project Manager:	REDACTED	**Phone number:**	REDACTED
Authorized by:	REDACTED	**Email:**	REDACTED
Commercial Contact (if applicable):	REDACTED		
Project Start Date	17th May 2023		
Project Completion Date	30th November 2024		
For any projects over the direct award threshold, full competition is required (i.e. all contractors on the Sub-Lot are invited to quote).	**Direct Award** No	**Mini-comp**	Yes
Call off from Sub-Lot number (please tick)	5.2		
Proposal return date: *(no less than 10 working days from current date)*	17th April 2023		

Evaluation criteria:		
Contractors: Failure to meet any minimum score threshold stated will result in the bid being removed from the process with no further evaluation regardless of other quality or price scores.		
Quality	**Weighting**	**70%**
Price	**Weighting**	**30%**
Quality Sub-Criteria Weightings: (Indicative only)		
Approach & Methodology *minimum score threshold 50 will apply*	Please provide a detailed overview of how you will approach the project, including reference to: • Assessing the demographics of the sector, considering sector size and capacity • Modelling the growth required for the sector • Assessing the barriers for existing and new partners • Analysing the skills required by partners and the wider skill supply routes • Identifying a pipeline of future skilled workers and determine training routes • Please include reference to how you will assess the operation, skills and machinery needs of lowland restoration, a sector which is less mature and experienced.	**25**
Proposed Staff (inc Pen Portraits) and Contractor's experience/accreditations. *minimum score threshold 50 will apply*	Please provide details of the proposed project team and team structure that you intend to use to deliver the project, including any sub-contractors or associates. Where possible please demonstrate experience against the requirements in the specification including any relevant qualifications/accreditations.	**15**
Project Management (including project plan) *minimum score threshold 50 will apply*	• Please detail how you would approach the project management arrangements including day to day working for the project, meeting frequencies, reporting schedule, evaluation, how you will manage risk and a Gantt chart presenting key milestones, deliverables, timelines and inter-dependencies. • Findings will need to be presented in a format that is digestible for non-technical experts.	**10**
Risk:	• Are there any risks relevant to this	**10**

Minimum score threshold 50 will apply	project? Is there a suitable approach to risk management? (including risk log and mitigation actions) • How do you intend to mitigate these risks?	
Health & Safety	N/A	**N/A**
Sustainability – *Mandatory* .	Add any other project specific criteria The Authority has set itself challenging commitments and targets to improve the environmental economic 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 briefly 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 organization's approach for this requirement	**10**

Specification (Details to be provided by the Contracting Authority Project Manager)
1. Description of work required – overall purpose & scope (including reporting requirements)

Understanding and growing the peat restoration sector

Background
- Peatland restoration has risen up the national agenda in recent years due to the benefits of healthy peatlands for biodiversity, climate change mitigation and adaptation, water quality, and flood risk mitigation.
- The Nature for Climate Fund, announced in the Chancellor's 2020 spring budget, provided over £50m to achieve a target for 35,000 ha of peatland restoration by 2025. In May 2021, the England Peat Action Plan (EPAP) set out the blueprint for peatland recovery, including restoration, and providing details on funding routes for restoration in the future, beyond the Nature for Climate Fund. In October 2021, the Net Zero Strategy provided a long-term target to deliver approximately 280,000 ha of restoration by 2050. The Natural England-led Restoration Implementation Plan will provide a robust, evidenced-based trajectory to delivery of this target, and is due to be published in 2024. From 2024, public funding for peatland restoration will be available in England through the new environmental land management schemes.
- The peat restoration sector in England is relatively small and will need to expand in order to meet the new challenges and targets for peatland restoration. We anticipate requiring a minimum of 10,000 ha to be restored each year from 2026 in order to achieve the Net Zero target (with a 2:1 ratio of upland to lowland peat restoration). However, there may be

pressure to exceed that rate to achieve a greater area of restoration by Carbon Budget 6 (i.e. 2032).
- We need to develop an understanding of the size of the sector now, its current capacity to deliver, as well as the future capacity required to achieve these targets and how this growth can be achieved. There is also a need to understand green skills training routes into the peatland restoration sector, in order to meet future demands on the sector and to see the required expansion into the lowlands.

Research Requirements
- Research is required to understand the makeup and capacity of the peat restoration sector in England and how it needs to change over time, considering both the Peat Partnerships that deliver the overall restoration projects and the contractor base that delivers the physical restoration.
- The research is made up of 5 work packages.

Work Package 1: Sector demographics and capacity
- This work package must consider both the Peat Partnership and contractor base components of the peat restoration sector.
- Analyse the current sector size and workforce demographics
- Determine the capacity of the sector now, and whether current delivery rates fully utilise that capacity
- Analyse the demographics of the sector currently (e.g. retirement age, qualification level, and race and other protected characteristics) and the impacts this may have on growth and training routes into the sector.
- Model the required growth in the sector considering:
- The required capacity to deliver the annual hectarage needed to meet the 2050 target.
- The different needs for upland versus lowland restoration, due to different contractors in these areas and different restoration techniques.

Work Package 2: Barriers to increasing capacity for existing organisations and businesses involved in peat restoration
- This work package should consider the barriers (apart from skills gaps which is covered by work packages 4 and 5) for existing Peat Partnerships and restoration contractors increasing their capacity to deliver peat restoration.
- Analyse barriers to increasing capacity for existing peatland restoration partnerships and contractors, including:
- Contracting process
- Longevity of contracts
- Seasonality of work
- Retention of skilled employees
- Sourcing of manual labour
- Capital investment costs
- Maintaining quality of work
- and others
- Determine the potential impact of expansion on the quality of delivery
- Propose solutions to overcome barriers that are sector connected and applicable to individual organisations, whilst maintaining quality.

Work Package 3: Barriers to new entrants
- This work package should consider the barriers (apart from skills gaps) for new entrants be they Peat Partnerships or contractors to enter the market for peat restoration.
- Analyse barriers for new partnerships and contracting businesses entering into peatland restoration, e.g. lack of experience and demonstrable track record.
- Propose solutions to overcome these barriers

Work Package 4: Skills gap analysis and future pipeline of skilled workers
- This work package should consider the skills required by both the Peat Partnership and contractor base components of the peat restoration sector, the skills required and the routes by which skills gaps can be filled, and a pipeline of future skilled workers established.
- Determine the skills required to deliver peat restoration across the sector.
- Identify where these skills are already in short supply and have fragile supply routes
- Determine training routes to the required skills (either upskilling, professional development opportunities, or entry level) and the current gap in provision.
- Recommendations to improve the diversity and representation in the sector.
- Where gaps in training provision exist, outline a programme of training to address them and explore options for how this training programme could be delivered.

[redacted]

- The focus of this work package is the contractor base to deliver restoration only.
- The anticipated expansion of lowland peatland restoration may challenge the capacity of contractors who will be required to deal with a variety of restoration starting points for a number of different peatland habitats. In addition, peat partnerships who oversee this work are generally less mature and experienced that those found in the uplands. As we move to funding more restoration activity in lowland peat settings it is anticipated that sector contractor capacity issues may become more acute as existing peat restoration contractors are based further from the locations needing their skills. Therefore, we need to explore how to fill this capacity gap. It has been proposed that existing farm labour and machinery could be used, but these workers have no experience of peat restoration.
- Working with lowland peat Discovery Grant holders, where possible, this work package should explore the opportunities for using existing farm labour and machinery to carry out peat restoration activities, the barriers to doing so and the training needs that need to be met.
- Review the operations needed to restore lowland peat sites and the skills and machinery required to undertake these operations.
- Compare these skills and machinery to those typically present on farm.
- Identify skills gaps.
- Outline a programme of training to address the skills gaps.
- Explore options for delivery of the training programme.
- Explore opportunities for workers to achieve some form of formal qualification.

Reporting requirements:
- The successful team should provide interim reporting during the lifetime of the research project. Each work package's findings should be presented in a report and results of each work package should be made available when completed, rather than collated in one report at the end.

Page limit for responses:
- Response proposal should be a maximum of 4 pages, not including attachments e.g., Gannt Chart, Project Plan, Risk log

2. Required skills / experience from the contractor and staff. Include any essential qualifications or accreditations required to undertake the work.

The successful contractor will need to demonstrate:

- Ideally be knowledgeable about the restoration sector, including water management.
- Expertise in workforce analysis of this kind.
- Good project management skills.
- Expertise in data collection and analysis, considering both quantitative and qualitative

methods.
- Survey development skills.
- Experienced at data gathering through interviews.
- Statistical analysis skills and experience.
- Stakeholder management skills working with both engaged and dis-engaged stakeholders.
- Clear written and verbal delivery skills.
- Good data handling and data protection.
- Experience and understanding of the creation of training routes.
- Ability to disseminate technical information for a less technical audience

3. Proposed program of work and payment table (Detailing specific tasks, key milestones, deliverables & completion date where appropriate) Payment schedule should detail the % amount that will be paid after delivery of each task (*We always hold back a minimum of 30% until the project is complete.*

Task no.	Task and deliverable	Completion date	Payment schedule
1	Introductory Meeting	**May 2023**	
2	Inception Meeting in month 1 to agree scope and workplan agreement		
3	Monthly status update email during project duration to report on status and any risks or issues.		
4	Quarterly meetings to feedback any interim results (proposed as month 3, 6, 9, 12, 15, 18)		
5	Individual work package findings to be delivered as they are finalised (supplier to propose tbc)		
6	Progress report to be received by the 6- month mark. This may take the form of a presentation to the Defra Peatland Restoration Team		
7	Further progress report to be received by the 12-month mark. This may take the form of a presentation to the Defra Peatland Restoration Team		
8	Draft final report to be received for comments by month 16		
9	Final report to be received by the 18-month mark (late 2024). Alongside executive summary of findings of all work packages		
10	Workshop to present findings to key Defra officials		
11	End of Project evaluation report	**End Nov 2024**	

Above are indicative timed deliverables – happy for these to vary slightly

4. Risk

Note: *This section is to be used to detail any risks or key elements relevant to the project i.e. Programme deliverable dates, workshops or external requirements, data, consultees, stakeholders etc that could impact the success of the project if they are not managed.*

- Please outline any risks you see as relevant to this project in your risk log and how you intend to mitigate these e.g., stakeholder management and performance management.

- Please detail any appropriate escalation routes.

5. Health and Safety Requirements
Note: *Only include if high risk activities being undertaken e.g. working at height, near or over water).*
Do not request RAMS or similar risk assessments are returned with submissions. These should only be requested at contract award.

N/A

6. Further Sustainability Considerations

N/A

2.0 Proposal

2.1 The following document is to be used as a Call-Off template to be sent to all Contractors on a sub-lot for completion and return in accordance with the Call-Off procedures detailed in the Form of Agreement.

Research, Development and Evidence Framework 2
PROPOSAL
Contractor's Name: UKCEH, with the project lead the framework consortium member ICF Call off Reference: RDE 229 Sub-Lot Number: 5.2 Date: 17/4/2023
1. Approach & Methodology

Policy context - The UK Government's ambitious peatland restoration goals are predicated on ensuring that the sector has sufficient capacity and skills to meet rising demand. Feedback from Peatland Restoration Partnerships, identified from our work evaluating the Nature for Climate Peatland Grant Scheme (NCPGS), has already highlighted a range of resourcing and skills challenges in delivering restoration projects; including difficulties recruiting contractors for practical work, experienced scientific experts and project managers. This is exacerbated by the new jobs created by the partnerships often linked to short term funding mechanisms, as well as a cliff-edge increase in demand as grant projects started at similar times.

To ensure Defra and its partners can intervene early to tackle sector capacity issues, this assignment aims to provide a robust evidence base on the capacity and skills barriers in the peatland sector and their impact on skills gaps, both for the current and future pipeline. The current evidence base is largely anecdotal, as most research in this area (e.g., NatureScot's initial assessment of Nature-based jobs and skills for net zero) is either on-going or not covering England. Data gaps also relate to the peatland sector not fitting easily within existing sector profiles (the workforce currently sits across four NACE rev2 industry areas). Developing a better understanding of skills needs, and how they can be filled by the wider England labour pool, will enable the development of products, such as courses to enable farm labour and machinery to operate in lowland peatland.

We are well-placed to undertake this assignment. Our consortium brings together experts in the Peatland sector with team members that all have 10+ years' experience in evaluation skills capacity issues across a wide range of sectors. As such, we marry the technical knowledge of the sector with being able to apply tried and tested methods for skills capacity analysis and a detailed understanding of all relevant labour market and training data sources.

Introduction to tasks - Our tasks are structured around the five project Work Programmes (WP) with an overarching task for project-wide activities and project management (Task 0). We propose a sequenced approach to conducting this assignment, with each WP providing insights and areas of interest that can be explored in subsequent WPs. This means our approach can be iterated to ensure it best reflects the complexity of the peatland sector and allows specific capacity and skills issues at an occupation and industry level to be explored in depth and stress-tested throughout the research.

Task 0: Project-wide activities: Our project approach is based on close, collaborative working with Defra to ensure the work meets expectations and that any challenges are identified early and overcome. This includes fortnightly progress updates and fixed 'touchpoints' at the start and end of each WP (Task 0.1).

Alongside this we will undertake the following cross-WP activities: Inception meeting to discuss Defra expectations for the research and to agree communication and contracting protocols throughout the life of the programme (Task 0.2); Quarterly progress reports to present interim results and emerging risks and challenges. This will be discussed through quarterly feedback meetings and 6- and 12-month presentations to the Defra Peatland Restoration Team (Task 0.3); and a final report synthesizing the findings from all the workstreams, including a one-page infographic (Task 0.4). This will be followed by a final workshop presenting to Defra officials the key capacity and skills issues in the sector, how they can be addressed, and short and longer-term actions to ensure there is sufficient sector capacity to meet the Government's 2050 target for restored peatland (Task 0.5).

Task 1: WP1- Sector demographics and capacity: For WP1, our approach synthesises literature and labour market data on the sector to define the scope and parameters of the sector (for Peat Partnerships and the contractor base) and differences in the upland and lowland workforce, including issues related to the restoration objectives of lowland peatland (e.g., paludiculture or nature conservation). Research and data evidence will then be combined to provide a detailed view of occupation and sector demographics and how

this compares to other similar occupations. We will then model the sector capacity required to 2050 using assumptions on the amount of work needing to be done each year to meet the Defra hectarage target and replacement demand for those that leave the sector or retire (modelled on historic sector trends or those of comparator occupations).

We begin with review of peer reviewed and grey literature on peatland restoration sector characteristics (Task 1.1) published by research institutions and key stakeholders (e.g. Government departments and agencies (e.g. NatureScot), IUCN Peatland Programme, NGOs leading peatland restoration) and spending requirements (e.g. identified in GFI nature finance gap analysis), as well as research from Europe for lowland literature where there is less information in the UK. Telephone interviews with c10 academic researchers (Task 1.2) specialising in peatland restoration research will identify early findings from ongoing sector research and include engaging sector specialists from the James Hutton Institute and the Universities of Manchester, Leeds and Durham.

The Data analysis (Task 1.3) will consist of analysis of LFS and Annual Business Survey four-quarter data (which captures seasonal variation) to explore sector demographics based on a tried-and-tested combined SIC/SOC analysis. This will quantify the peatland footprint (current occupational and skills mix; potential occupational and skills mix). We will separately model growth and capacity (upland and lowland) through review of research and data on current sector capacity and forecasts (Task 1.4). A standalone data and discussion paper on sector demographics and capacity will consolidate the WP1 Findings (Task 1.5) to inform the remainder of the research.

Task 2: WP2- Barriers to increasing capacity: WP2 is centred on a literature review combined with 30 semi-structured interviews with a representative sample of with peat partnerships and contractors. We propose a large sample size to allow us to identify similarities and differences by type of peatland partnerships (e.g., between, larger/smaller partnerships and by geography), contractors and for particular occupations. The findings will also be stress-tested with an expert panel of sector stakeholders.

We will engage 5-6 stakeholders in the expert panel (Task 2.1), which we would expect to include representatives from Peat Partnerships, wildlife trusts and academic experts. It will meet at least three times during WP2 (near the start to review the research tools and areas of exploration; an interim meeting to discuss emerging findings and a third meeting to test the final findings).

The literature review will examine UK research on the factors affecting sector capacity, including workforce conditions and pay, structural issues (contracting and start-up costs, quality assurance requirements), cultural issues and recruitment challenges. This will be complemented with c15 telephone interviews with Peat partnerships (Task 2.2) and c15 contractors (Task 2.3) to explore current skills supply routes, challenges encountered in recruitment, skills shortage areas and perceptions of the key challenges and quality risks in maintaining a growth trajectory. We will purposefully sample a minimum of four contractors in ecology, forestry, and practical work organisations to reflect the diversity of the contractor base. A short report on barriers to increasing capacity (Task 2.4) will synthesise the research findings.

Task 3: WP3 - Barriers to new entrants: WP3 includes exploratory research with the potential target market of organisations that could enter the Peatland sector. It will build on the research from WP1 to define the target market, tested with the expert panel, followed by interviews with a representative sample of 15 organisations not part of peatland partnerships or contractors. These interviews (Task 3.1) will explore the push and pull factors influencing their decision to work on peatland restoration, including issues related to capacity, barriers to entry and exit, cultural barriers, risks and motivations to work in the area.

Desk research will test and bottom out barriers identified in the interview (Task 3.2), through reviewing documentation on sector legislation, quality assurance requirements, the tendering process etc. We have costed for some targeted interviews with Defra commissioners/ policy leads to address any gaps in published evidence. We will host workshop with our expert panel to test the findings from WP3 (Task 3.3) and consolidate the findings in a report on barriers to entry (Task 3.4).

Task 4: WP4 - Skills gap analysis and future pipeline: WP4 commences with analysis of labour force and learning and skills participation data to measure the skills gaps among the current workforce and the pipeline of individuals training to enter peatland or related roles. This will be combined with a whole population online survey of Peatland Partnerships and their contractors to be able to measure the prevalence of skills and labour gaps (disaggregated for upland and lowland peatland).

Labour market analysis at the industry/occupational/skills interface (Task 4.1) will use existing occupational skills classifications to map the skills utilised in the peatland sector and where these reside elsewhere in the economy following a model we have previously undertaken in the construction sector. The online survey' of peat partnerships and contractors (Task 4.2) will explore the type and coverage of current roles, unfilled/difficult to fill vacancies and skills gaps (including among operational and management staff). Analysis of HE participation and destination data in FE and ILR data on Further Education participation will examine the number of individuals training in peatland occupations, identified through matching sector subject areas to peatland occupations to understand routes of recruitment (Task 4.3). The results will be collated in a report on the skills landscape and pipeline (Task 4.4).

Task 5: WP5 - Lowland peat restoration training requirements: WP5 includes a gap analysis and development of an outline programme for a course that would enable farming and related land management sector workers to work in the lowland peatland restoration, alongside recommendations on how the training should be delivered and whether it could be accredited based on the following steps.

- Engagement with all peat Discovery Grant holders to identify what skills are required for lowland peatland restoration, what machinery is required and how this compares to existing skills and resources in the land-based management sector (Task 5.1).
- Site visits to a selection of six peatland restoration sites to identify what cultural factors and attitudes will affect the supply of skills and machinery required for lowland peatland restoration. Each visit will include observations and interviews with workers (Task 5.2).
- Gap analysis (including of curricula and existing provision) examining similarities and differences in the skills and machinery in farming and other land management to that required for lowland peatland, in terms of knowledge, attitudes, skills and competence (Task 5.3).
- Training options virtual workshop looking at potential training models (face-to-face, blended, distance learning), structures (intensive 'block' learning, day release course) and timings, with invitees comprising interviewees from Tasks 5.1 and 5.2 (Task 5.4).

A draft programme of training presenting the content and modular structure for a training programme, alongside an accompanying technical annex setting out the underlying evidence. Once agreed with Defra, we will liaise with Awarding organisations involved in the land-based sector (Lantra and C&G) to explore the feasibility of programme accreditation. (Task 5.5).

2. Project Management (Project plan – included in attachment).

The UKCEH consortium are committed to quality and have the systems to support this. The proposed framework consortium lead for this assignment, ICF, will employ a project management team that will oversee the delivery of the project. ICF has well-established internal procedures for project delivery, which are centred on the role of Project Director and Project Manager. The Project Director is responsible to Defra for contract delivery and ensuring that a timely, quality, committed service is being provided in accordance with ICF's quality policy. He will sign off project deliverables, monitor service KPIs, and handle any performance/ management issues escalated by Defra or the project team. The Project Manager will provide a senior point of contact for Defra on a day-to-day basis on technical matters. They will be responsible for the allocation of resources, issuing work instructions, monitoring progress and overseeing the preparation of deliverables. They will also be responsible for ensuring that specific aspects of the quality policy are translated into each of the tasks of the project, the communication of requirements across the team and day-to-day coordination. Our project plan is included in Annex 1.

3. Proposed Staff who will do the work and briefly state previous relevant qualification/experience. Contractors experience of undertaking similar projects and accreditations (if requested).

The proposed core team brings together staff with extensive experience in examining skills and labour supply and demand issues with experts in peatland restoration, including those working on the evaluation of peatland restoration grant schemes.

██████████████████████████ A social policy researcher with over 20 years' experience in research on skills and labour market issues. ████ has directed studies examining the skills and performance challenges in health and social care and advanced manufacturing for the UK Commission for Employment and Skills. He leads ICF's UK research and evaluation team. ████████████████████). A consultant at ICF specialising in environmental and marine policy. ████ has worked on a range of projects for Defra and Natural England, both as a researcher and in a project management capacity. Most recently, she jointly led ICF's interim process evaluation of the Nature for Climate Peatland Grant Scheme. ████████

████████████). Policy researcher with nearly 15 years' experience in education and skills research. He had experience of using labour market and skills datasets for studies on skills supply and demand in construction and advanced manufacturing. ████████████ (Natural capital and peatland expert) has 15 years' experience in natural capital accounting and investments, and the impacts of biodiversity and environmental policies. He is a member of the Peatland Code Technical advisory Group and has worked on peatland restoration scenarios for upland estates and lowland peatland. ████████ (Scientific advisor) is a Senior Scientist with over 11 years of experience of research on organic soils. He is actively involved in Scottish Government-funded peatland research on carbon emissions from peatlands and the impact of restoration in reducing these emissions. ██████████████████████████

4. Risk

Active risk management will be fully integrated into the design and delivery of the project. A risk register will be maintained and reviewed for inclusion in progress reports so that status is always visible to Defra. Under ICF's internal risk management system, the project leadership will report status monthly to ICF senior management against seven risk status indicators. We have procedures for escalating risks through and beyond the project team as required.

Table 1: Risk register (L/S = likelihood, significance) *H=high, M=Medium, L=Low

Risk	L/S	Control measures
Unable to engage a diverse enough mix of Peat partnerships, contractors and organisations not engaged in the sector for the findings to be generalisable	Medium/ High	Clearly stating to interviewees, the value of the study Weekly monitoring of progress and reporting to Defra, so any challenges are identified early. Using third parties to promote the value of the research (e.g. Defra team managing NCPGS)
Lack of clarity about the scope of the evaluation means the research findings does not gather the required information	Low/High	Inception meeting to agree research objectives, coupled with discussions on emerging findings Stress testing findings with Defra and expert panel Agreeing report structures prior to drafting
Timeframe is insufficient to complete the project	Low/ Medium	Timeline based on experiences from similar projects. ICF can allocate additional staff to the project to ensure activity are delivered to time, at no extra cost
Unable to identify detailed information on lowland peatland from research and interviewees as its use is rare in the UK	Medium/ Medium	Literature review with explore European sources if there is insufficient UK content Interviews will be provided with prompts and background information on the sector if necessary
Data does not provide sufficient granularity on the sector, given the small/ intermittent nature of the work	Low/ Medium	If observations are low, data can be expended to cover multiple years Use similar sectors/industries for comparison

5. Health & Safety (only complete if requested in defined evaluation criteria)

N/A

6. Sustainability (only complete if requested in defined evaluation criteria)

Sustainability lies at the core of ICFs values and service provision. Our practices, policies and initiatives align closely with the Government's Green Commitments and strive to achieve the same outcomes. We cultivate the skills of our people, serve our clients with integrity, protect the planet and support our communities. Within the context of this project we will:

• Reduce negative environmental impacts by conducting client meetings and interviews virtually, using established tools and techniques that ensure there is no loss in the effectiveness.
• Ensure our primary research results in no adverse social impact by conducting it in line with Social Research Association's Ethical Guidelines as well as the General Data Protection Requirements, and by recognising the social context in which each individual will be engaged.

Each year ICF publishes a corporate citizenship report outlining progress towards meeting our sustainability objectives and we conduct an annual inventory of the greenhouse gas emissions of our global operations, which is verified by an external auditor.

3. Proposed program of work and payment table (Detailing specific tasks, key milestones, deliverables & completion date where appropriate) Payment schedule should detail the % amount that will be paid after delivery of each task (*We always hold back a minimum of 30% until the project is complete.*

Task no.	Task and deliverable	Completion date	Payment schedule
1	Introductory Meeting	**May 2023**	-
2	Inception Meeting in month 1 to agree scope and workplan agreement	June 2023	20%
3	Monthly status update email during project duration to report on status and any risks or issues.	End Nov 2024	-
4	Quarterly meetings to feedback any interim results (proposed as month 3, 6, 9, 12, 15, 18)	Oct 2024	-
5	Individual work package findings to be delivered as they are finalised (supplier to propose tbc)	WP1: July 2023 WP2: Nov 2023 WP3: Jan 2024 WP4: May 2024 WP5: Sep 2024	30%
6	Progress report to be received by the 6- month mark. This may take the form of a presentation to the Defra Peatland Restoration Team	Oct 2023	-
7	Further progress report to be received by the 12- month mark. This may take the form of a presentation to the Defra Peatland Restoration Team	April 2024	-

8	Draft final report to be received for comments by month 16	Aug 2024	20%
9	Final report to be received by the 18-month mark (late 2024). Alongside executive summary of findings of all work packages	Oct 2024	-
10	Workshop to present findings to key Defra officials	Nov 2024	-
11	End of Project evaluation report	**End Nov 2024**	30%

Above are indicative timed deliverables – happy for these to vary slightly

Revised project Plan – July 2023

REDACTED

3.0 Order Form

3.1   The following document is to be completed by the Contracting Authority and sent to the Contractor for counter signature to form a Call-Off contract.

Research, Development and Evidence Framework 2 **ORDER FORM**
To be completed by Contracting Authority Project Manager and sent to Contractor for countersignature
Project title: NCF: Peatland Sector Capacity Research **Call off Reference: RDE229** **Atamis project ref: P30712** **Date: 7th August 2023**

THE Contracting Authority: Department for Environment, Food and Rural Affairs, Seacole Building, 2 Marsham Street, London, SW1P 4DF,United Kingdom

THE CONTRACTOR: UK Centre for Ecology & Hydrology (UKCEH), Maclean Building, Benson Lane, Crowmarsh Gifford, Wallingford, Oxfordshire, OX10 8BB

[Contracting Authority guidance: This Order Form, when completed and executed by both Parties, forms a Call-Off Contract. A Call-Off Contract can be completed and executed using an equivalent document or electronic purchase order system.

APPLICABLE FRAMEWORK CONTRACT

This Order Form is for the provision of the Call-Off Deliverables and dated [Insert date of issue]. It's issued under the Research Development & Evidence Framework Agreement reference 30210 for the provision of [Insert name of project].

CALL-OFF SUB-LOT: 5.2

CALL-OFF INCORPORATED TERMS The following documents are incorporated into this Call-Off Contract. Where numbers are missing we are not using those schedules. If the documents conflict, the following order of precedence applies:

1. Defra Framework Terms and Conditions;
2. Request for Proposal;
3. Proposal;

No other Supplier terms are part of the Call-Off Contract. That includes any terms written on the back of, added to this Order Form, or presented at the time of delivery.

CALL-OFF START DATE: 31st July 2023

CALL-OFF EXPIRY DATE: 28th February 2025

CALL-OFF INITIAL PERIOD: 19 months

For and on behalf of the Supplier: For and on behalf of the Buyer:
REDACTED   REDACTED