INVITATION TO TENDER

Listening and action planning with communities in the Cairngorms National Park;

What can residents and visitors to the National Park do to help secure the long-term future of capercaillie?

www.cairngormscapercaillie.scot

Tender reference: CCP_002
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1. Specification of services required including technical requirements

Listening & action planning with communities in the Cairngorms National Park;
what can residents & visitors to the National Park do to help secure the long-term future of capercaillie?

Note: a related tender to work specifically with the community of Carrbridge in the Cairngorms National Park is also available.

Project vision
The Cairngorms Capercaillie Project is the coming together of communities in the Cairngorms National Park to save our capercaillie from extinction. Funded by the National Lottery Heritage Fund the project is currently in its Development Phase. By December 2019 the project will have answered the following question;

What can people who live, work & play in the Cairngorms National Park do to help secure the long-term survival of capercaillie.

This tender is designed to complement and build on the project’s current work in Carrbridge by listening to other communities in the Park to further inform Delivery Phase plans.

Project principles

Collaboration
The Cairngorms Capercaillie Project is identifying more effective ways for public agencies, NGOs and private landowners to work with communities in the National Park. It’s about collaborating and listening to what people value and need. Previous projects to help capercaillie have taken a top down approach. This has enabled progress but the Cairngorms Capercaillie Project is looking for alternative and more sustainable ways of working to help achieve more for people and capercaillie in the long-term.

Action
Previous projects have helped us to learn about the technical side of capercaillie conservation; from the impact of unmarked deer fences to habitat needs. The Cairngorms Capercaillie Project is using this learning but its critical strength as a project is being able to build on this knowledge & fill in the gaps. In the context of people, we don’t know what residents & visitors want to do to help capercaillie. We don’t know what tools will help more people get involved in capercaillie conservation. The Cairngorms Capercaillie Project is aiming to answer these questions.

Multiple benefits
The Cairngorms Capercaillie Project is about delivering multiple benefits be they related to health, the local economy, nature, inclusion or employment. It’s about bringing people together to share what’s important to them and find common ground based on principles, not positions. If people need better paths to ensure they can access and enjoy their local woodlands the project is not about either or; it’s about finding ways to meet those needs for the health and wellbeing benefits provided whilst also identifying the related opportunities that may exist for capercaillie.

Measurable
It’s essential the actions taken through the Cairngorms Capercaillie Project can be monitored and measured to ensure we continue to learn and provide improved opportunities for people and capercaillie. Equal to their involvement in generating ideas within the project, people must be able to help monitor their success. From an increase in the local capercaillie population to more people actively and responsibly enjoying their local woodlands; people need to know the positive impact they’re having and be able to identify opportunities for improvement along the way.
Project background

The Cairngorms National Park is currently home to over 18,000 people and visited by nearly 2 million each year. The Park is also home to our critically endangered capercaillie. There were around 20,000 capercaillie in Scotland in the 1970s; there are now just over 1,000. Almost all of these birds live in Cairngorms National Park, with Badenoch & Strathspey now home to around 90% of the UK population. To save our capercaillie from extinction the communities in this area now have a critical role to play.

Capercaillie numbers have fallen for lots of reasons including lack of habitat, predation, chicks can die of cold and starvation if we experience a wet spring and adult birds collide with unmarked fences used to protect young trees. Disturbance is also a key issue. Research from the woods around Boat of Garten in the Cairngorms National Park found that capercaillie tend not to use areas within around 100 metres of well used paths. This leaves them with less space to feed, breed and raise their young. With so many challenges but still so many things we can do to help, the Cairngorms Capercaillie Project is bringing more people together to develop the following Park-wide solutions:

1. Create more habitat for capercaillie.
2. Enable communities in the Park to create their own action plans to help capercaillie.
3. Enable more people to share sightings & signs of capercaillie to strengthen existing monitoring work.
4. Provide financial support where necessary to help landowners controlling predators to continue.
5. Confirm the genetic health of capercaillie in the Park.

The following organisations, alongside Carrbridge residents, have come together to develop these solutions and represent a wide range of views in the Park; the Bird Watching & Wildlife Club (BWWC), Inclusive Cairngorms, Seafield Estates, Scottish Natural Heritage, Cairngorms Local Outdoor Access Forum, Game & Wildlife Conservation Trust, RSPB, Petal Power, Scottish Forestry, Forest & Land Scotland and the Cairngorms National Park Authority.

The project is funded by the National Lottery Heritage Fund, LEADER, Scottish Landfill Communities Fund, the RSPB, Scottish Natural Heritage, Scottish Forestry, the Game & Wildlife Conservation Trust and the Cairngorms National Park Authority. Together these organisations have provided £517,700 to support the project through its Development Phase which ends in March 2020. An application will then be submitted to the National Lottery Heritage Fund seeking further funding to deliver the project's plans from 2020 to 2023.

The village of Carrbridge in the Cairngorms National Park is playing a pivotal role in the project as the first community in the Park to create and deliver its very own community-led action plan to help capercaillie. Through this process the village is helping the project learn how to successfully enable communities to take the lead. Using this learning the project will go on to collaborate with other communities in the Park, whilst continuing to help Carrbridge achieve its vision for capercaillie.

The project would like to work with additional communities of both place and interest within Badenoch and Strathspey as well as Deeside, where isolated and small numbers of capercaillie remain. Communities have been identified based on their proximity to capercaillie. In some cases interest groups, including dog walkers and mountain bikers have already been involved in consultation work related to capercaillie and have continued to work with local land owners and managers in this context. Learning and recommendations have been captured through this work and offer a foundation on which to build in addition to the project’s current learning in Carrbridge. In other communities the project would be starting from scratch.

To add to the ideas being explored in Carrbridge the Cairngorms Capercaillie Project is also developing ways to involve residents and visitors to the Park in some of the more technical aspects of capercaillie conservation. This work includes developing an online app to enable more people to report sightings and signs of capercaillie. This will help strengthen existing monitoring work in the Park. Work is also underway to involve more people in habitat improvement work for capercaillie and pilot the process of local people helping to find capercaillie feathers in order to establish the genetic health of capercaillie in the Park and inform further conservation action.
**Development Phase**

**Services required**

We are seeking a consultancy who can build on the project's work in Carrbridge by enabling other communities in the Park to begin sharing their ideas about the ways they'd like to help capercaillie. We'd like to follow the planned approach in Carrbridge and invite communities to take the initial steps towards creating their own community-led action plan (currently called a Woodlands for People & Wildlife Plan). The plan provides a series of principles. Using these communities can explore and decide their own interventions to aid capercaillie based on what’s meaningful & relevant to them and where consensus lies. The second element of this tender, the Delivery Phase works, which is subject to Development Phase performance and funding confirmation, is to take those initial action plans and continue to work with each community to develop them into fully detailed plans ready for implementation from 2021 onwards.

The Development Phase part of this tender marks the start of conversations in communities outside of Carrbridge so it’s essential that this work is approached sensitively in order to ensure strong foundations for the Delivery Phase. Listening, building trust and operating in a transparent and inclusive way are priorities for the project. In this regard it’s essential that the successful consultant is able to spend a significant amount of time in the Cairngorms National Park. We're looking for someone who feels at home in rural villages and is able to build a natural rapport with communities of both place and interest.

In order to provide communities with the support necessary to begin taking initial steps towards a community-led action plan we wish to appoint a consultancy with considerable expertise and experience working with rural communities. Experience working successfully with projects funded by the National Lottery Heritage Fund and with communities living alongside at risk species is highly desirable. The Cairngorms Capercaillie Project is also able to provide specialist and local capercaillie knowledge.

We’re looking for a consultancy who’ll provide expert advice, recommendations and direction throughout their time with each community and the project team to ensure collective input to key decisions, regular opportunities to reflect and learn and support for Delivery Phase planning. As the Cairngorms Capercaillie Project includes multiple strands of work it’s essential that all outcomes from this brief are clear, evidence based and align with the project’s overarching aim to help more people save our capercaillie from extinction. The outputs from the communities themselves must demonstrate comprehensively how they, when empowered and able to do so, can and want to make a lasting difference to their natural heritage.

**Approach**

Subject to the project’s work in Carrbridge and applying relevant learning from this, the stages below describe the steps that we’re seeking support to undertake:

1. Identify the key interest groups, individuals & organisations within all the communities identified for the Delivery Phase.
2. Plan, convene and deliver a series of facilitated workshops, group and one to one meetings in each community inviting all those identified above in order to develop and outline the following:
   a) The initial vision for capercaillie in each community based on the following principles;
      - Collaboration
      - Action
      - Multiple benefits
      - Measurable
   b) The current motivations and barriers to achieving this vision in each community.
3. Work with each community to review the above and develop the outcomes into a series of initial action plans for each community to be further developed in the Delivery Phase. The initial action plans should describe in as much detail as possible each community, their initial vision, the motivations & barriers at play and the actions necessary to begin developing a more detailed community-led action plan in the Delivery Phase.
Scope
A community-led action plan must be relevant and meaningful to all who input and stand to benefit. The below is not an exhaustive nor statutory list of components but a suggestion of what communities may wish to consider in their plan;

- Volunteering opportunities
- Activities for local school children
- Activities & information for visitors
- Signage, way marking and improvements to paths
- Habitat improvements
- Appointment of a dedicated local Ranger
- Creative & artistic responses to capercaillie
- Local safe spaces for wildlife including capercaillie
- Areas in the woods for specific user groups & people with specific needs

Monitoring & evaluation
We’re looking for a consultancy who will thoroughly monitor and evaluate their work in order to inform further work in the Delivery Phase. In particular we’re interested in the following;

1. How effective the proposed approach is in enabling a collaborative, community-led approach and representing community views.

2. The trends in each community regards their vision for capercaillie and how this compares to past practice, where relevant.

3. What it takes for communities to begin identifying ways they can help capercaillie.

4. People’s experiences through the process, including if and how their attitudes and behaviours are influenced.

5. The multiple benefits achieved by the process and the potential benefits from 2020 to 2023.

6. Recommendations for the project’s work in the Delivery Phase.

Outputs
1. Facilitated workshops, group meetings and one to one meetings with key interest groups, individuals and organisations identified in the Delivery Phase communities.

2. Reports on the research, approach and listening exercises undertaken to be used as evidence to support the project’s Delivery Phase application.

3. An initial action plan for each community to be further developed in the Delivery Phase. The initial action plans should describe in as much detail as possible each community, their initial vision, the motivations & barriers at play and the actions necessary to begin developing a more detailed community-led action plan in the Delivery Phase. All this information should be written in a format that meets both the needs of each community and those of a National Lottery Heritage Fund Activity Plan

Timescales

<table>
<thead>
<tr>
<th>Activity</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deadline for submissions</td>
<td>8 July</td>
</tr>
<tr>
<td>Evaluate tenders</td>
<td>8 July - 11 July</td>
</tr>
<tr>
<td>Invite shortlisted applicants to interview</td>
<td>12 July</td>
</tr>
<tr>
<td>Interviews</td>
<td>17 July</td>
</tr>
<tr>
<td>Contract awarded &amp; start up meeting arranged</td>
<td>19 July</td>
</tr>
<tr>
<td>Contract commences</td>
<td>19 July</td>
</tr>
<tr>
<td>Draft action plan produced</td>
<td>7 Oct</td>
</tr>
<tr>
<td>Final action plans produced and all other outputs</td>
<td>9 Dec</td>
</tr>
<tr>
<td>Contract ends</td>
<td>13 Dec</td>
</tr>
</tbody>
</table>
Delivery Phase

The Cairngorms Capercaillie Project may extend the contract for the appointed consultancy for this Development Phase to include the Delivery Phase as well to ensure this contract delivers continuity and efficiency. The extension of this contract is at the sole discretion of the National Park and subject to external funding and a performance review.

Services required

The successful consultancy will continue to work with each of the communities from the Development Phase to enable each community to develop their initial action plan in to a detailed and developed plan to be delivered from 2021 to 2023. As per the Development Phase, it’s essential that the successful consultancy is able to continue spending a significant amount of time in the Cairngorms National Park working with communities in person. All learning and recommendations from the Development Phase should be applied and expert advice, recommendations and direction should continue to be forthcoming throughout, and shared with each community and the project team to ensure regular opportunities to reflect, learn and strengthen Delivery Phase work.

Approach

The approach taken in the Delivery Phase should build on the approach undertaken in the Development Phase. Subject to learning and recommendations from the Development Phase the stages below describe the steps that we’re seeking support to undertake;

1. Identify the interest groups, individuals & organisations within each community that weren't involved in the Development Phase work.
2. Plan, convene and deliver a series of facilitated workshops, group and one to one meetings in each community inviting all those identified above and those previously involved in the Development Phase, in order to develop and outline the following;
   a) A shared vision for capercaillie in each community based on the following principles and the initial vision outlined in the Development Phase;
      - Collaboration
      - Action
      - Multiple benefits
      - Measurable
   b) The motivations and barriers to achieving this vision in each community.
   c) The steps necessary for each community to achieve their vision from 2021 to 2023.
3. Work with each community to review all the above and develop the outcomes in to a series of action plans that describe each community in detail, their vision, their motivations & barriers and the actions they wish to undertake to help capercaillie.

Scope

A community-led action plan must be relevant and meaningful to all who input and stand to benefit. The below is not an exhaustive nor statutory list of components but a suggestion of what communities may wish to consider in their plan;

- Volunteering opportunities
- Activities for school children
- Activities & information for visitors
- Signage, way marking and improvements to paths
- Habitat improvements
- Appointment of a dedicated local Ranger
- Creative & artistic responses to capercaillie
- Local safe spaces for wildlife including capercaillie
- Areas in the woods for specific user groups & people with specific needs
**Monitoring & evaluation**

We would like the successful consultancy to continue monitoring and evaluating their work in order to further inform and strengthen Delivery Phase work. In particular we have an ongoing interest in the following:

1. How effective the proposed approach is in enabling a collaborative, community-led approach and representing community views.
2. The trends in each community regards their vision for capercaillie and how this compares to past practice where relevant.
3. What it takes for communities to identify ways they can help capercaillie.
4. People’s experiences through the process, including if and how their attitudes and behaviours are influenced.
5. The multiple benefits achieved through the process.
6. Recommendations for future and ongoing work within the Delivery Phase.

**Outputs**

1. Facilitated workshops, group meetings and one to one meetings with all interest groups, individuals and organisations in all of the communities identified for the Delivery Phase.
2. Reports on the research, approach and listening exercises undertaken to be used as ongoing evidence to support the project’s monitoring and evaluation during the Delivery Phase.
3. A series of detailed and developed action plans that describe each community, their vision, motivations, barriers and actions to be delivered from 2021 to 2023 to meet their needs & the needs of capercaillie. The action plans should be written in a format that meets each community’s needs and those of a National Lottery Heritage Fund Activity Plan. Specifically the action plans must include;
   - Measurable objectives
   - An outline of people, groups and organisations involved
   - Key activities from 2020 to 2023 and a timeline detailing what will happen and when
   - How all activities will be communicated
   - An outline of who will be responsible, accountable, informed & consulted
   - Budget
   - Agreements in writing from all landowners & proof of land ownership
   - Location maps

**Timescales**

<table>
<thead>
<tr>
<th>Activity</th>
<th>Date</th>
</tr>
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<tbody>
<tr>
<td>Delivery Phase commences (subject to funding)</td>
<td>July 2020</td>
</tr>
<tr>
<td>Contract awarded &amp; commences / start up meeting</td>
<td>August 2020</td>
</tr>
<tr>
<td>All outputs delivered / contract ends</td>
<td>July 2021</td>
</tr>
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2. **Instruction to Tenderers**

1.1 **Background to the Cairngorms National Park**
National Parks in Scotland are set up under the National Parks (Scotland) Act 2000 and the relevant designation order (specific to each Park). The Act specifies four aims for National Parks (below). The Act specifies an overriding purpose, which requires the National Park Authority to ensure that the aims are collectively achieved in a coordinated way:
- to conserve and enhance the natural and cultural heritage of the area
- to promote sustainable use of the natural resources of the area
- to promote understanding and enjoyment (including enjoyment in the form of recreation) of the special qualities of the area by the public
- to promote sustainable economic and social development of the area's communities

1.2 **Further information**
1.2.0 Enquiries should be uploaded to Public Contracts Scotland no later than Noon on 1st July 2019.
1.2.1 Enquiries will be answered via Public Contracts Scotland. Any potential bidder should not contact any member of staff within the Park Authority for clarification on any matter relating to this bidding process.

1.3 **Completion and submission of tender**
1.3.0 The tender must be typed and all prices specified in sterling. All tender forms can be signed electronically by an authorised signatory. Evidence of such authority may be required. Tenderers must complete a fee tender return which should include sufficient detailed information for the National Park to understand the bidder’s pricing. This should be returned with the tender submission.
1.3.1 Please upload your completed tender to Public Contracts Scotland no later than **Noon on 8th July 2019**
1.3.2 Any tenders received after the time/date quoted in 1.3.1 will not be considered. It is the responsibility of the tenderer to ensure that the tender is uploaded on time.
1.3.3 Tender submissions should detail the following;

*Service management:*
- An indication of how you would meet the requirements of the brief.
- Recent, relevant examples of completed work and your experience / the experience of your team.
- Details, including skills and CV’s of all proposed staff.
- Your methodology for working with us to achieve the required outputs.
- Proposals for regular contact with and reporting to the project team and identified communities.
- Proposals for dealing with urgent requests for additional works.
- Details of any matters which may have an impact on the tenderers’ ability to meet the brief’s requirements.
- A detailed delivery timeline.
- Your fee including a breakdown of all costs necessary to satisfactorily meet this brief, including expenses and any VAT applicable.
- Last available audited accounts.
- The service and support location for this contract.
- Statements on equal opportunities and fair working practices.

*Providing a quality service:*
- How you will monitor and provide a consistently high level of service.
- Details of any quality management certification or other systems in place.
- Whether or not the service level agreement which is proposed will be acceptable.

*Providing a sustainable service:*
- Comment on non-paper options for reporting.
- Comment or policy details on reduction, reuse and/or recycling of consumables.
- Comment or policy details on minimising number of vehicle journeys.

*Equal Opportunities & Fair Working Practices:*
Tenderers are asked to confirm they have policies in place to comply with all relevant statutory obligations and do not treat any groups of people less favourably than others because of their colour, race, sex, sexuality, nationality or ethnic origin. Tenderers are asked to confirm they have practices and policies in place that meet the requirements of Scottish Government’s Fair Working Practices.
1.4 Validity period
1.4.0 Tenders must remain open for acceptance up to 30th September 2019.

1.5 Evaluation / acceptance of tender
1.5.0 The contract shall be awarded on the basis of the tender which is economically the most advantageous having regard to price and quality ensuring also capacity to meet the Park Authority’s requirements in full.
1.5.1 The Park Authority shall not be bound to accept the lowest or any tender.
1.5.2 Tenders will only be accepted by issue of a letter of acceptance by the Park Authority.
1.5.3 The Park Authority will not be responsible for any costs incurred by a bidder in making their submission.
1.5.4 The Park Authority will use the Scottish Government’s Procurement Journey route 2 for all its procurement evaluation involved with this project.
1.5.5 Tenders will be evaluated on the following basis: 20% Cost and 80% Quality, Technical and Interview.
1.5.6 The quality and technical elements are to be evaluated on the following basis:
   - CV’s of proposed staff 20%
   - Understanding of the brief including approach 25%
   - Previous experience 25%
   - Financial viability 5%
   - Equal opportunities & fair working practices 5%
   - Interviews 20%

The following scoring system will be used:
   - Unacceptable (0) Nil or inadequate response. Fails to demonstrate an ability to meet the requirement.
   - Poor (1) Response is partially relevant but generally poor. The response addresses some elements of the requirement but contains insufficient / limited detail or explanation to demonstrate how the requirement will be fulfilled.
   - Acceptable (2) Response is relevant and acceptable. The response addresses a broad understanding of the requirement but may lack details on how the requirement will be fulfilled in certain areas.
   - Good (3) Response is relevant and good. The response is sufficiently detailed to demonstrate a good understanding and provides details on how the requirements will be fulfilled.
   - Excellent (4) Response is completely relevant and excellent overall. The response is comprehensive, unambiguous and demonstrates a thorough understanding of the requirement and provides details of how the requirements will be met in full.

1.5.7 The minimum score required that must be achieved for each of CV’s, understanding of the brief & approach and previous experience is 2. Any bidder not achieving the score of 2 for each of these elements will have been deemed to have not met our minimum requirements and the whole bid will be rejected.

1.5.8 If the tenderer does not submit the required information as indicated they will score very low with that criteria and past experience shows that even though a tender submission might be the cheapest, it has failed on quality criteria because of lack of information.

1.5.9 Interviews: following on from the initial evaluation, all companies who are within 15% of the top ranked company will be invited to an interview. The arrangements and format of the interview will be provided to those bidders invited to interview.

1.6 Collusive tendering
1.6.0 Any tenderer who:
   a) Fixes or adjusts the amount of their tender by or in accordance with any agreement or arrangement with any person; or
   b) Communicates to any person other than the Park Authority the amount or approximate amount of their proposed tender (except where such disclosure is made in confidence in order to obtain quotations necessary for the preparation of the Tender or insurance or a bond); or
   c) Enters into agreement with any other person that he shall refrain from tendering or as to the amount of any Tender to be submitted; or
   d) Acts in any way to the general disadvantage or detriment of this tender process with the potential to limit the value of the contract to the public purse shall be disqualified without prejudice to any other civil remedies available to the Park Authority and without prejudice to any criminal liability which such conduct by a tenderer may attract.
1.7 **Errors & alterations**

1.7.0 Tenderers are advised that if the Park Authority suspects there has been an error in the price of calculation in a tender it reserves the right to seek clarification as it considers necessary from the tenderer.

1.7.1 Tenders must not be qualified and tenderers must not make any changes to the tender documents.

1.8 **Contract**

1.8.0 The successful tenderer(s) will be expected to enter into a contract with the Park Authority.

1.8.1 Following the evaluation of tenders based upon the quality/price evaluation as described earlier the Park Authority will rank the contractors and award the contract to the highest ranked contractor. The Park Authority will inform all tenderers who have been unsuccessful.

1.9 **Sub-contracting**

1.9.0 Tenderers should outline details of any part of the proposed contract which they would envisage sub-contracting to a third party. The tenderer will have to demonstrate that any sub-contractors proposed will be at the responsibility of the tenderer and that the subcontractor meets at least all the qualities/standards of the tenderer.

1.9.1 If the tenderer intends to subcontract any elements of the service to be provided, any questions should be answered as if it were the tenderer who was carrying out the service.

1.10 **End of contract**

1.10.0 Tenderers shall be required to maintain a high level of service during the end of contract phase. Tenderers are asked to confirm that they shall ensure that full co-operation is given to a new supplier in the event of a hand over period at the end of the proposed contract.

1.11 **Other suggestions**

1.11.0 Whilst every effort has been made to outline the Park Authority’s requirements, other suggestions will be welcomed. The Park Authority is keen to form a pro-active partnership with its supplier going forward and tenders will be partially evaluated by reference to this area. If tenderers propose other services, they must provide a clear explanation of the benefits to the Park Authority if the service is used. This should include any plans to introduce new products or services or amend the methodology etc.

1.12 **Other charges**

1.12.0 Whilst every effort has been made to outline all the requirements of the Park Authority, tenderers must ensure that their tender document covers all the services and charges that are applicable. For example fees quoted must include travel costs and expenses. However if there are additional charges relating to the production of reports or copying and distribution of documents these must be highlighted.

1.13 **Freedom of Information**

1.13.0 The Park Authority is subject to the provisions of the Freedom of Information (Scotland) Act 2002 and the Environmental Information (Scotland) Regulations 2004. In the interests of transparency in the use of public funds and demonstrating best value for money, where any information you provide in your tender documents is the subject of a request under the aforementioned legislation the Park Authority may be required to release your information into the public domain. If there is any information which you feel is genuinely commercially sensitive and/or confidential please bring this information to our attention in your tender submission and we may be able to exempt its release under the aforementioned legislation, however this is not guaranteed. If a request is received for information which would constitute in whole or in part information you have highlighted as commercially sensitive and/or confidential we will consult with you prior to responding to that request, and you may be required to provide evidence to support your position. If you do not highlight information to us at this stage we will be entitled to assume that you do not consider any of the information contained within your tender submission to be commercially sensitive and/or confidential and may not consult with you in the event of a request being received. The final decision on the release of any requested information lies with the Park Authority. Any information that may be deemed to be commercially sensitive at the time of an information request is likely to lose such status over the passage of time and may not be considered commercially sensitive and/or confidential in perpetuity.

1.14 **Purchase orders, billing & payment information**

1.14.0 Tenderers are required to submit a fixed price and provide a breakdown of all costs including fees and expenses and VAT for delivering the outputs detailed herein. The breakdown of the tender price should show separate values for the initial Development Phase work and for the potential follow-on Delivery Phase works. The latter will only be instructed after funding confirmation and performance review and no obligation to proceed with this work is incorporated within this brief.
1.14.1 The Cairngorms National Park Authority will agree a payment schedule in arrears according to a series of
milestones to be agreed with the successful applicant.

1.14.2 Purchase orders will be issued prior to commencement of all work.

1.14.3 Billing will be per hour or part thereof. Invoices should be issued monthly with full breakdown in arrears.
Electronic invoices will be accepted.

1.14.4 The NPA has a target of paying invoices within 10 days from receipt of an agreed invoice.

1.15 Performance review
1.15.0 The successful tenderer will be expected to participate in and contribute to a formal performance appraisal
which will take place at the Park Authority Headquarters at no cost. Formal appraisals are to be carried out as
required, and should include discussion and appraisal on:
   a) review of performance against service level agreement
   b) contract performance issues during the period
   c) improvement suggestions for service performance

1.16 Third parties
1.16.0 The Project Manager will either directly employ or engage consultant advisors and co-ordinators to offer
specialist advice. Tenderers should outline details of any part of the proposed contract where they would
envisage contracting to a third party and or engaging specialist consultant advisors and co-ordinators. The
tenderer will have to demonstrate that any proposed contractors, consultant advisors and co-ordinators meet at
least all the qualities/standards of the tenderer and will be at the responsibility of the tenderer.

1.17 References
The NPA may seek references from the nominated referees stated. Bidders should provide two referees for
similar work at similar contract values.