



Invitation to Tender (ITT)

Ref: RBL-23-24-035

**Provision of Services: Independent Evaluation of the
Team UK Invictus Games Programme: Vancouver
Whistler 2025**

for The Royal British Legion

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Section 1

1. Background and Purpose

1.1 Background

We are the national custodian of Remembrance and safeguard the Covenant between the nation and its Armed forces. We are well known for the annual Poppy Appeal and our emblem the red poppy.

The Legion is the nation's biggest Armed Forces charity. Our services include help and advice on financial support, legal advice, recovery from injury, care, help around the house, support around inquests and assistance returning to civilian life including careers and job search advice.

1.2 Purpose

The Royal British Legion (TRBL) is seeking a commercially competitive solution provider to deliver our requirement for the provision of services to evaluate the Team UK Invictus Games Programme: Vancouver Whistler 2025, (to be known as "the Service")

The Key Objectives of this Invitation to Tender (ITT) includes the identification of a Supplier(s) that:

- provides a cost-effective solution which fulfils TRBL's requirements.
- has the ability and willingness to meet TRBL's capacity requirements and is prepared to be flexible and work with TRBL, incorporating any changes to the Service throughout the life of any resultant contract.
- will provide commitment to performance measurement targets and associated financial remedies for failure to achieve such targets.
- will comply with TRBL's contract terms and conditions.
- will work with TRBL to provide continuous improvements and quality assurance; and can illustrate how they could be applied to this tender.

For this purpose, we enclose the documents, some of which will form the basis of any contract TRBL may award.

Suppliers must ensure that they are fully familiar with the nature and extent of the obligations required of this Service. They must realise and be aware that their proposed offer of Service is contractually binding and that the resulting Contract Agreement will be strictly supervised and closely monitored against their submitted offer (and to any subsequent mutually agreed amendments) and shall be enforced in accordance with the Contract provisions. The Suppliers will be deemed to have read, examined, and accepted the contract agreement and the terms and conditions contained when they submit their Tender.

It is the responsibility of the Supplier to obtain for itself, at its own expense, all information necessary for the preparation of its Tender.

The proposals should address how the Supplier would manage each element of the requirement and the proposed pricing models submitted should clearly explain how each would be priced.

The submitted Tenders should be valid for a minimum of 120 days following submission to TRBL.

Section 2

2. Instructions to Suppliers

Invited potential providers (“Suppliers”) should ensure that their completed proposals (“Tenders”) are submitted in accordance with the following instructions.

2.1 Tender Response Timeline

Your completed Tender should be submitted on or before the closing date and time which is: **Noon 12:00pm on the 7th May 2024**

TRBL reserves the right to deem any responses received after this time as void.

Responses are to be directed to the Procurement Manager running this process:

Name: Christopher Jones

Email: Cjones3@britishlegion.org.uk.

2.2 Enquiry Timeline

If the Suppliers have queries regarding this ITT documentation, any and all questions should be submitted to the email address (here in 2.1) in accordance with the timetable given in 2.20, below.

Enquiries submitted after this date may not receive a response.

If the enquiry is felt to be of general interest to other Suppliers (such as the structure, content and meaning of any documents) then TRBL, at its sole discretion, will make the response(s) to these queries available to all Suppliers; however, the questions shall be anonymous to all recipients.

All enquiries related to this ITT should be directed, in the first place, to the Procurement Manager stated in 2.1.

If you have a large number of questions, please submit them within a table or spreadsheet using the following format:

Clause Ref:	Issue Description and Proposed Alternative

It is TRBL’s intention to manage this process fairly and transparently. Please assist us with this by communicating only with the given email addresses (above) rather than contacting TRBL employees directly, until any Contract has been awarded or you are notified otherwise.

2.3 Confidentiality

These document contents must not be disclosed to any third party except for the strict purposes of your Tender and provided that third party is subject to an equivalent confidentiality obligation. Information that is supplied to Suppliers as part of this ITT is supplied in good faith; however, Suppliers must satisfy themselves as to the accuracy of such information. TRBL accepts no responsibility for any loss or damage of whatever kind or howsoever caused arising from the use by the Suppliers of such information unless such information has been supplied fraudulently by TRBL (where the meaning of fraudulently is “the making of false representation knowingly or without belief in its truth or recklessly”).

All specifications, plans, drawings, samples, and patterns TRBL issue, in connection with this ITT, remain the property of TRBL and are to be used solely for the purpose of Tendering.

2.4 Conflict of Interest

Any potential conflict of interest must be disclosed to TRBL in writing. Any conflict of interest identified will be considered and evaluated by TRBL. TRBL has the sole discretion to take the steps they deem necessary to resolve the conflict. If, during the term of the Contract, a conflict or risk of conflict of interest arises, TRBL should be notified immediately, in writing, with explanation of that conflict or risk and any steps that TRBL reasonably requires to resolve the conflict or deal with the risk.

Proposals will not be evaluated if the Supplier's current or past corporate or other interests may, in TRBL's opinion, give rise to a conflict of interest in connection with this exercise.

2.5 ITT Qualification

By this ITT, TRBL reserves to itself the absolute and unfettered discretion to invite proposals, consider/analyse submissions, select short-listed Suppliers or attempt to negotiate an agreement with the Successful Supplier as TRBL considers desirable.

Without limiting the generality of the foregoing, TRBL reserves the right to:

- a) Reject, consider, or short-list any submission whether or not it contains all information required by this ITT.
- b) Request clarification where a submission is unclear.
- c) Reject any or all submissions without any obligation, or any compensation or reimbursement, to any respondent, intended Supplier or any other person associated with this ITT process.
- d) Disqualify or reject any submission without discussion with the submitting party.
- e) Reject any submission that TRBL considers is not in its best interests.

2.6 No Obligation to Proceed

Though TRBL fully intends, at this time, to proceed through the ITT, TRBL is under no obligation to proceed to the purchase or any other stage; TRBL reserves the right to award Contracts to one, some or none of the invited Suppliers. The receipt by TRBL of any information (including any submissions, ideas, or other materials communicated or exhibited by any intended Supplier or on its behalf) shall not impose any obligations on TRBL. There is no guarantee by TRBL, its officers, employees, or agents that the process initiated by the issue of this ITT will continue or that this, or any, ITT process will result in a contract with TRBL.

2.7 TRBL'S Decision-Making

TRBL reserves the right to make any decision or to exercise any contractual right or remedy, contemplated in this ITT at its own absolute and unfettered discretion.

2.8 Tender Documents

Participating Suppliers are requested to ensure that all pages of their proposed Tender shall be sequentially numbered.

The Supplier is expected to examine all the instructions, forms, terms, conditions, and specifications that comprise their completed Tender documents, prior to

submission to TRBL. If the Supplier does not provide all of the information required, TRBL may reject the Tender.

2.9 Amendments to ITT Documents

At any time, TRBL reserves the right to modify the Tender documents. Amendments for such shall be issued to all Suppliers, in writing.

TRBL may extend the associated timelines to allow for significant amendments to be fully assessed and taken into account.

2.10 Modifications and Amendments to Suppliers' Tenders

The Supplier may modify their proposed Tender, prior to the deadline for Tender receipt, by submitting a new Tender. The new Tender must be clearly marked as such and be an obvious replacement. TRBL take no responsibility for assessing the incorrect version of multiple submissions.

No Tender may be modified after the deadline for receipt.

Tenders may be withdrawn at any time before the award of Contract, providing such intention is notified to TRBL in writing.

2.11 Acceptance of Proposed Tender(s)

This is an invitation only; TRBL reserves the right to clarify any or all parts of the information contained in the Tender.

TRBL may ask you, at your expense, to answer queries, make presentations or attend formal meetings in relation to your Tender while it is being adjudicated.

TRBL intends to accept the Most Economically Advantageous Tender (MEAT) and, at its sole discretion, reserves the right to accept or reject all or any part of any Tender. TRBL does not bind itself to accept the lowest priced of any Tender.

This ITT should not be construed as an agreement to purchase goods or services. Proposals will be assessed in light of the evaluation criteria. TRBL will be under no obligation to receive further information, whether written or oral, from any Supplier.

Neither acceptance of a proposal nor execution of a Contract will constitute approval of any activity or development contemplated in any proposal that requires any approval, permit or license pursuant to any national, provincial, regional Legion or municipal statute, regulation, or by-law.

2.12 Suppliers' Expenses

Suppliers are solely responsible for their own expenses in preparing a proposal, answering queries, making presentations, or attending formal meetings in relation to your Tender and for subsequent negotiations with TRBL, if any. If TRBL elects to reject all proposals, TRBL will not be liable to any Supplier for any claims, whether for costs or damages incurred by the Supplier in preparing the proposal, loss of anticipated profit in connection with any final Contract, or any other matter whatsoever.

By submission of a proposal the Supplier warrants that, if this ITT is to design, create or provide a system or manage a program, all components required to run the system or manage the program have been identified in the proposal and/or shall be provided by the Contractor at no charge.

2.13 Evaluation Criteria and Weightings

Suppliers will be scored on their proposals and presentations by TRBL's evaluation panel.

If suppliers are shortlisted after evaluation, customer references may be required to assist us in determining how you deliver and maintain success. Therefore, if/where

you have undertaken projects of a comparable size and nature, TRBL would like to see details recently customers who TRBL may contact your permission. If you are unable to provide a reference, please explain why.

2.14 Supplier Presentations

If short listed, Suppliers will be required to present the proposed solution to the evaluation panel as per the timetable listed in 2.20 below.

Presentations will take place:

1. In person at: The Battle Back Centre, Lilleshall National Sports Centre, and Conferencing Centre, Lilleshall, Newport TF10 9AT
or,
2. Remotely via Teams

2.15 Presentations should include a demonstration of their proposed solution. The presentation should be no longer than 45 minutes in duration followed by 45 minutes for questions and responses.

2.16 Sub-Contracting

- a) Using a sub-contractor (who must be clearly identified in the proposal) is acceptable. This includes any joint submission by two Suppliers having no formal corporate links; however, one of these Suppliers must be prepared to take overall responsibility for successful interconnection of the two product or service lines and this Supplier shall be understood to be the potential successful supplier, for the award of Contract, and must therefore be defined and referenced as “the Supplier” within the proposal.
- b) Sub-contracting to any firm or individual who’s current or past corporate or other interests may, in TRBL’s opinion, give rise to a conflict of interest in connection with this project will not be permitted. This includes, but is not limited to, any firm or individual involved in the preparation of this ITT.
- c) Any sub-contracting of the service to any firm or individual after the award of a Contract must have prior written approval by TRBL.

2.17 Assignment

This ITT and any resulting contract may not be assigned by either party without the prior written consent and approval of the other party, which consent may not be unreasonably withheld; provided however, either party, without such consent, may assign or sell the same in connection with the transfer or sale of substantially its entire business to which this contract pertains or in the event of its merger or consolidation with another company. Any permitted assignee shall assume all obligations of its assignor under this contract. No assignment shall relieve any party of responsibility for the performance of any accrued obligation that such party then has hereunder.

2.18 Form of Tender and Schedules

TRBL’s intends to use its own contractual terms and conditions of trade which shall be made available shall follow shortly after the publication of this tender Document. If, for whatever reason, you do not wish to accept TRBL Contract Terms and Conditions, you are reasoning for any deletions, modifications or deviations should be clearly highlighted and explained in the Tendered proposal. TRBL may decide to reject any Tender which contains any such deletions, modifications, or deviations.

Suppliers shall notify TRBL of any errors, omissions or details contained within the documents which precludes them from tendering for this Service.

Only prices and costs included in Section 5: Schedule of Prices and Costs shall be regarded as part of the proposal.

2.19 Submission of Tenders

These documents shall together comprise the "Tender". You should complete them using nothing more than Microsoft's Word (for Section 8), Excel (for Section 5) and/or Power-point and/or Adobe's PDF (to illustrate your proposal). You should submit your proposal to the above email addresses.

TRBL reserves the right to reject any tender if the Supplier has failed to complete and return all parts of the Form of Tender or fails to provide the information requested in this ITT or has submitted any modification to their tender and/or has failed to explain the reason for such omission and/or modifications.

2.20 Proposed Costs and Prices

The price of the Services shall be fixed for the duration of the Contract and shall not be subject to any increases to TRBL unless material changes are agreed and detailed in the terms and conditions of Contract.

The basis of the Suppliers proposed prices shall be inclusive of all costs, with the exception of: Travel, accommodation, and subsistence during UK Training Camps, and to, from and during 'Games Times' in Canada, between 8th – 16th February 2024, if required (for a pre-agreed number of researchers, travelling and being accommodated with Team UK, and in line with RBL Travel Expenses Policy).

2.19.1 Price and Cost Model Submission

The Tender should include for all purchase and ongoing life costs, of all line-items (goods and services) expected to be included in the delivery of the requested Service, for the full term of the Contract. **VAT should be included within these costs.**

The completed schedule of costs should be delivered in **an editable version of Microsoft's Excel spreadsheet.**

2.19.2 Completeness of Proposal

By submission of a proposal the Supplier warrants that, if this ITT is to design, create or provide a system or manage a program then all components required to run the system or manage the program have been identified in the proposal or will be provided by the Contractor at no charge.

2.21 Timetable

The timetable for this Invitation to Tender process is as follows:

Key Actions	Dates
ITT issue date	05 th April 2024
Response Date for Supplier Questions	17 th April 2024
TRBL Answers	22 nd April 2024
Tender return date	Noon 12pm 07th May 2024

Key Actions	Dates
Supplier Presentations	16 th May 2024
Award Conclusion:	W/C - 20 th May 2024
Contract Award Notification	W/C - 20 th May 2024
Contract Start Date	TBC
Go-Live Date	01st June 2024

If you are interested in submitting a tender response, please contact the named person in 2.1 so they can send you additional forms that require completing in relations to GDPR and Data Security, as well as the draft agreement for you to review.

Please note that although it is TRBL's intention to operate to the above timetable, we reserve the right to amend this schedule at any time. We will endeavour to give participating suppliers as much notice of change as is possible.

Section 3

3. Scope of Service Requirement

3.1 Pre-amble

This document outlines TRBLs high-level requirements for the provision of services to evaluate the Team UK Invictus Games Programme: Vancouver Whistler 2025.

TRBL welcomes innovative proposals which the Supplier might feel would assist TRBL reach a greater potential so if you wish to offer any additional or alternative methods of fulfilling our requirements, to those as requested in the enclosed documents, please send details with, and IN ADDITION TO, the requested tender information. Please mark clearly which is the requested tender information and which is the additional proposal.

3.2 Service Description

Suppliers shall be expected to ensure their proposal addresses all processes and touchpoints, including detail of their own requirements, 3rd party requirements and the requirements of TRBL, to ensure the Service delivers a successful solution.

3.2.2 Background: RBL Recovery Services and Invictus Games Vancouver Whistler 2025

The RBL's involvement in recovery through sport extends back to the 1940's when the RBL supported the work of the National Spinal Injuries Unit at Stoke Mandeville - championing sport and physiotherapy as treatment for those with spinal injuries. A direct line can be drawn between the pioneering use of sport for the rehabilitation of Second World War Veterans and the RBL's role in the Invictus Games today.

The 2021 RBL Recovery Services Strategy placed the Battle Back Centre at the heart of future plans – with our centre at Lilleshall expanding to provide far greater numbers of courses for veterans and their families, as well as being the home for Invictus Team UK and our work on recovery through the arts.

The RBL has been in an operational partnership around recovery services with the MOD since circa 2011 – first in relation to the Battle Back Centre and Personnel Recovery Centres; and more recently the Invictus Games.

In April 2022, immediately after the Invictus Games at The Hague, the partnership between the Ministry of Defence (MoD), Help for Heroes and RBL came to an end. The partnership had successfully delivered five Team UK recovery programmes for Wounded, Injured and Sick (WIS) veterans, serving personnel, and friends and family since 2014.

In the same month (April 2022), the RBL became the primary and sole partner with the Ministry of Defence to run two cycles of the Team UK Invictus: Dusseldorf 2023 and Vancouver Whistler 2025.

The Invictus Games is an international sporting event for wounded, injured and sick Servicemen and women, both serving and veterans. The Games use the power of sport to inspire recovery, support rehabilitation and generate a wider understanding and respect of all those who serve their country.

The Invictus Games Vancouver Whistler 2025 will bring together over 500 competitors from 20 nations to compete in a series of adaptive sports, including the new winter sports: Alpine Skiing and Snowboarding, Nordic Skiing and Biathlon, Skeleton, and Wheelchair Curling, in addition to the core Invictus Games sports of indoor rowing, sitting volleyball, swimming, wheelchair rugby and wheelchair basketball.

Vancouver and Whistler were selected as the host cities by the Invictus Games Foundation following a competitive bid process.

We will support Team UK competitors, and their friends and family, through the Games process.

This will include:

- Facilitating training camps and coaching for each of the Invictus sports
- Supporting those not selected and offering other recovery opportunities.
- Delivering Team UK to the Games
- Providing access to a range of RBL support
- Deliver the Friends and Family Programme

Team UK for the Invictus Games Vancouver Whistler 2025 will comprise: up to 60 competitors plus 4 non-competing travelling reserves, 128 family and friends, and 40 RBL sports coaches, staff, and a medical team. The team will include serving UK armed forces personnel and veterans (Regular and Reserve). Some may have been involved in other RBL services and support in the past, including Invictus Games 2023.

Please see endnotes for a visualisation of Team UK Canada timeline 2023-2025.ⁱ

RBL is seeking an innovative, experienced & flexible provider(s) for a maximum of 24 months.

We are open to providers who wish to bid for individual evaluation of one service or those who wish to bid to evaluate both services.

We believe there is strong potential for an evaluation that uses some common methods to look across both services at their different approaches and impact and makes the most of exploring differences in experience and outcomes for those who go through different recovery journeys with RBL Services.

We believe these projects offer the opportunity to do ground-breaking and world-leading evaluation work and strongly encourage bidders who wish to propose approaches that make the most of opportunities for comparison of different approaches, proving impact, and engaging people with lived experience.

We also welcome proposals from providers who wish to bid in partnership to maximise skills and capacity and achieve reach and impact they may not be able to alone.

RBL would also like to make providers aware of an additional upcoming opportunity. RBL will shortly be publishing another Invitation to Tender for:

1. a comprehensive evaluation of RBL Recovery Service Programmes delivered from our Battle Back Centre. This will initially be a 24-month contract with the possibility of extension based on the delivery of 40 annual programmes, each of which are residentially based over a 5-day period. A regular cycle of feedback will be required to ensure programmes are delivering sustained impact and continuously evolving to meet the changing needs of those that attend. This will include a requirement to evaluate pilot programmes and to make recommendations for future programme development.

Many participants in the Invictus Games journey will have some interaction with Battle Back. Some will have attended Battle Back previously, and all those progressing through the selection process after application stage will attend a Battle Back course as part of training. Those who were not selected are referred to other sources of support, including Battle Back.

3.2.1 Evaluation tender

The core purpose of the evaluation of the Invictus Games Vancouver Whistler 2025 is to answer these priority questions:

- What is the impact of the Invictus Games Programme on competitors, and those close to the competitor, in the short and medium term?
- How does impact differ in relation to different Recovery pathways – e.g. those who have completed a Battle Back Centre programme, those who have previously participated in Invictus Games, those who have done both, those who have gone on to be involved in other ways?
- What would an optimal Recovery pathway look like?
- At what point in an individual's journey does it make most impact for participants to attend Recovery activities?
- Where can changes be made to improve effectiveness or efficiency of Invictus Games Programme.
- What additional needs are presenting among beneficiaries that could be better supported?

3.2.2 Evaluation questions

We are seeking a provider(s) who can work with us to answer the following questions.

Process

1. To what extent are there differences between Invictus competitors' recovery journeys and those who were not eligible and/or chosen for the programme at the time of selection but referred to other services and support (e.g. in terms of mental & physical well-being, social skills & relationships & financial capability).
2. What do competitors, families & ambassadors believe works best in the programme? Does this vary between different groups including different injuries/illnesses, (physical/ mental health), minority groups & those who have had different experiences of service (such as early service leavers, veterans who served lengthy careers, those who are still serving)
3. How do the experiences of competitors, families & ambassadors involved in the programme differ, and how could the best experiences be built on? What do the competitors and families themselves want to see happen in future?
4. What could be improved in future delivery of the programme? Are there any aspects of support for veterans and the wider armed forces community within tailored recovery programmes that it does not cover, but could?

Impact

1. To what extent does delivery of the programme achieve its ambitions?
2. What are the key success factors that have made a difference in delivering impact?
3. Why are some aspects working well?
4. What aspects of the approach are most effective – and what contextual factors are important? Do different activities make a greater or lesser difference for different groups, and if so, how, and why?
5. What major barriers will hinder impact unless addressed? How might these be overcome?
6. What unintended consequences, positive or negative, have arisen?
7. What does this mean for core elements of a future programme, which must be in place and/or delivered in a particular way, to ensure success?
8. How can the benefits to individuals & organisations, best be quantified economically? What can be said about potential return on investment/ cost-benefits of the programme, and potential value in the long term, including social value?

3.3 Key requirements

- RBL can provide support for data collection and bidders should set out clearly the extent to which they will be present during each stage of the Invictus Games journey, and the help required from RBL. For example, with appropriate data sharing and safeguarding agreements in place, RBL will collect demographic details on participants and can support the distribution and collection of survey data and organise and promote opportunities for engagement such as workshops. However, we cannot provide trained professional research delivery or analysis capacity.
- RBL would like to include the voice and experiences of children & young people in Invictus competitors' families as a part of this work and will be very keen to see proposals that include this.
- We believe this evaluation could provide an excellent opportunity for lived experience-led research to be put at its core. We are keen to build in

participatory and co-production methods and strongly welcome proposals setting out how people with lived experience in the armed forces community can participate in design and delivery of research.

We welcome proposals about how best to achieve the purpose set out above and answer our evaluation questions. As a starting point, RBL believes evaluation will require:

- Analysis of quantitative and qualitative information on methods, timing, and activities involved in delivery.
- Follow-up/tracking of individuals' quality of life/wellbeing throughout the project, and ideally that of their close family and friends, including using reliable and validated scales.
- Analysis of differences in outcomes for different groups, with exploration of potential reasons for these differences
- Some form of approach to establishing attribution or contribution – while we recognise this is always challenging, we believe the range of service RBL provides, and the opportunity to engage with those involved in different pathways at different times, or waiting for support, may offer opportunities to move beyond simply measuring change over time to exploring the added value of participation in these services over wider support.
- Quantifying impact financially, through e.g., SROI methods – we are open to alternative proposals for approaches to assessing and demonstrating economic impacts.
- Methods to capture unexpected outcomes as well as planned, e.g., new reporting or participative approaches to capture unintended consequences.
- Mapping and analysis of journeys and experiences of participants & families
- Case-study and/or scenario-based approaches, to identify and articulate factors common to success and changes achieved in a range of examples, and/or narratives, storytelling, and participative approaches to analysing and communicating experiences – we would be keen to explore using a range of media to do this or any of the above
- Recognising the role of lived experience (model of inclusion). The active involvement a peer researchers can create powerful mutual learning, increase engagement, and ensure evaluation design and delivery is based on expertise and insight from both professional and armed forces community experience perspectives.
- Aspects of the evaluation that focus on serving personnel will need to be delivered engaging with the MoD, and proposals will need to be considered by MOD Research Ethics Committee at the outset.

3.3.1 Outputs

All outputs will need to be engaging and accessible, providing learning that can be used in practice, and contributing to future development of Recovery Services.

Outputs will need to be useful and appealing to a range of audiences, including policymakers and decision-makers, armed forces charities and community.

We are open to proposals for the best products to meet our needs, but outputs will include:

- Project inception and scoping meetings at the start
- A project plan for all activities
- Materials for all evaluation activities, reviewed and agreed by the project team.
- A data sharing agreement setting out clearly how we will share data, as well as information relevant to your proposed methodology, including any personally identifiable information you plan to collect and use.
- Attendance and participation, including presenting progress and evolving findings, at quarterly contract review meetings / project steering group.
- Verbal updates – at least monthly meetings with the project team to review progress and plan ahead.
- Summary of initial interim findings and recommendations mid project, to include a presentation and discussion with the project steering group.
- Production of a detailed and engaging final report, summary presentation, and accompanying communication materials, with prior discussions with the project steering group to finalise plan for final products.

3.3.2 Experience

Our requirements of our evaluation partner skills and expertise are:

- Understand and align with our ethos and values, ideally with a good understanding and track record of evaluation work directly with the armed forces community and organisations who support them.
- Appropriate ethical and research integrity procedures, with evidence of previous engagement with participants with a range of needs and experiences and adapting methods to engage successfully with people with disabilities and/or mental and physical health conditions.
- Experience of designing and embedding participatory/ lived experience-led methods, especially with participants relevant for this project.
- Good interpersonal, communication and management skills, including willingness to raise and address risks at the earliest stage and engage with wide-ranging stakeholders, including policymakers, government agencies, charities, and beneficiaries.
- Able to keep a multi-faceted evaluation project on track and delivering timely, high-quality outputs, managing competing demands on time.
- Track-record in producing engaging and creative outputs that create impact.
- Horizon-scanning activity and existing networks that can be learned from
- Can work and consider learning across the UK, taking into account differences in policy, funding, and delivery contexts.

- Experience of economic or return on investment analysis, and the ability to draw sound conclusions on value for money.
- Understanding of complex systems and how evaluation can help make sense of changes in this context, with a limited budget (e.g. challenge of impact taking a long time to emerge; simultaneous impacts on different parts of system; establishing contribution/attribution)
- Able to support us to learn internally, including advising on how we can make our data collection and reporting methods as effective as possible for the long term.
- Working collaboratively with project teams within charities, with ongoing dialogue and adaptations to approaches based on feedback and learning throughout

3.3.3 Cost

- The indicative budget for evaluation of Invictus Games 2025 is £75,000 Inc VAT.

The RBL will cover costs: Travel, accommodation, and subsistence during UK Training Camps, and to, from and during 'Games Times' in Canada, between 8th – 16th February 2024, if required (for a pre-agreed number of researchers, travelling and being accommodated with Team UK, and in line with RBL Travel Expenses Policy).

3.3.4 Key Requirements of the Resulting Contract:

Mobilisation:

- a) The Tender should include the supplier's proposed Mobilisation Plan which will become part of the resulting contract documentation and shall represent the period between Contract award and Go-Live, of the Service.
- b) It should include a timeline of deliverables with detail to explain all resources, processes, requirements, roles, and responsibilities of all elements of the works required to ensure a successful Go-Live as per the timeline in 2.20.
- c) Included within this Plan should be considerations for liaising with TRBL's internal and any 3rd party stakeholders.

Delivery Lead Time(s)

- a) The proposal should include detail of all service delivery lead times and associated constraints within the supply chain which may have an effect upon development, mobilisation and/or commissioning of the Service.

Flexibility and Capacity

- a) Within the pricing schedule Suppliers are requested to provide details of how they propose to manage any time or volume sensitive variations, with regards to their capacity, and any associated increase or decrease in price.

Section 4

Due Diligence

The purpose of this section is to guide the participating suppliers in submitting sufficient information as to satisfy TRBL that any successful supplier(s) has the capacity, technical ability, and the management controls to perform its contractual obligations efficiently and cost-effectively.

Each Tender must include the following information: please complete each of the following elements fully, in the order given.

If you consider that any question is not relevant, please explain your reasoning.

If you are unable to comply with any aspects of the TRBL requirement, please explain your reasoning.

Information submitted by Suppliers within this questionnaire may be used within contractual agreements to address the requirement as seen in relation to the service supplied.

Supplier's Structure	
Company Name:	
Registered Company Address:	
Company Registration number:	
Date of Registration:	
VAT Registration number	
Is your organisation one of the following? - A public limited company - A limited company - A partnership - A sole trader Any other (please specify)	
- Name of (ultimate) parent company (if this applies):	
Supplier's Company Overview	
Please provide a succinct summary of your principal business activities and detail why this is relevant to TRBL's requirements.	
How many employees will be directly involved in the service delivery to TRBL? What is the proposed split, between permanent and temporary staff, for this Service? Please provide a description of their relevant responsibilities.	
Insurance	
Please state the value of your current insurance cover for: Employer's Liability: Public Liability: Professional indemnity Other (please provide details):	

Supplier Customer Feedback	
Please provide two references where you have undertaken projects of a comparable size and nature of simultaneous multi-sited activity, who TRBL may contact your permission.	
Reference 1 Customer contact name and phone number: Date contract awarded: Contract reference and brief description: Value: Date contract completed:	
Reference 2 Customer contact name and phone number: Date contract awarded: Contract reference and brief description: Value: Date contract completed:	

Quality Assurance	
Does your organisation hold a recognised quality management certification? (e.g. ISO 9000 or equivalent standard).	
If the answer to the above is "No," does your organisation have a quality management system? If so, please provide an outline of any QM you may have in place.	

Sub-contractors			
Please provide details of any sub-contractors which will assist you in providing TRBL with the service required in this tender document.			
	Name	Business Type/Service provided	% of your business
Sub-contractor 1			
Sub-contractor 2			
Sub-contractor 3			

ESG – Please provide Copies of policies if relevant.	
Does your organisation have a policy on human trafficking and slavery for your employees and contractors? If so, please provide a copy.	
Do you pay either the Living Wage or the London Living Wage to your employees?	
Does your company have an environmental policy?	
How do you measure and report on your sustainability performance?	
What steps do you take to promote diversity and inclusion within your workforce?	

How does your company measure its social impact?	
How does your company engage with and contribute to the local community?	

Section 5

3 Pricing Structure

A critical element of TRBL's evaluation process is assessing the commercial proposal.

Suppliers should ensure their response contains the most commercially competitive solution possible. Decisions made by TRBL will be taken based upon the best value for money proposed and this will be, in large, determined by the costs submitted within the Tenders.

Therefore, please provide a **fixed cost proposal** to deliver the outlined scope of services, clearly including (but not limited to) the following elements:

- Salary costs (to us) for each team member (broken down by number of days, member of staff, and activity)
- Administrative costs
- Travel and subsistence.
- Full cost details of any proposed sub-contracts and how these will be managed.
- Additional hourly/day rate charges if applicable
- All other cost streams the proposal would require, to deliver a successful solution.

Where you are able to provide 'optional' services please clearly indicate the applicable cost or where no cost is applicable, please state as FOC.

Pricing

- All costs and prices quoted shall be maximum prices for the validity of the Tender offer in UK Pounds Sterling (exclusive of Value Added Tax).
- Suppliers must complete all elements of the enclosed Pricing Schedule/ using an editable Microsoft Excel spreadsheet. The Supplier should ensure that the proposal includes all supply, delivery, and on-going life cost-plus anything else for which the supplier would expect to charge, to deliver a successful Service.
- TRBL may choose to place contracts with more than one supplier for this Contract Therefore, if TRBL selects not to award the whole Contract to one supplier, suppliers are requested to indicate if there is an effect on the pricing offered in their tender submission.
- TRBL reserves the right to seek further detail of any tender submission in order to establish the costs as detailed within the proposed pricing models.
- Any pricing assumptions should be stated.

Section 6

4 Contract Management

6.1 Overview

The successful supplier shall be subject to TRBL's Contract Management process, to ensure that the relationship between the parties is progressively developed to achieve a collaborative relationship approach focused on the delivery of mutual gain, organisational alignment, risk management, identification, and delivery of operational efficiencies as well as the promotion of a "best in class" performance.

Key phases in the development of the relationship shall be expected to include, but not be limited to: -

1. Implement and ensure a service delivery which supports business priorities and requirements.
2. An enhanced service offering and ongoing service and process improvements via proactive review and/or re-engineering.
3. Delivery of best practice solutions and service excellence with the aim of delivering the customer's objectives and exceeding their expectations.

In order to achieve this progressive development, of the relationship, the supplier shall be expected to work with TRBL throughout the life of the contract, to ensure and/or deliver: -

- Agreeing, monitoring, and reporting of expectations of what success should "look like."
- Mutual understanding of and commitment to delivering the objectives.
- Development of metrics and KPIs in order to manage performance, celebrate success and the identification of any required corrective actions.
- Joint exploration and adoption of new approaches and technologies with regards continuous development
- Value stream mapping and process re-engineering
- Executive sponsorship of the contract and associated relationships.
- Structured contract review process to discuss the above issues and actions.

6.2 Response Requirements

It is important therefore that TRBL identifies a business partner who is aligned to our Contract Management ethos and objectives, your response should therefore address each of the following points and provide a response in accordance with the requirements stated.

6.2.1 Reporting Requirements

It shall be a requirement that metrics and performance indicators shall be provided to TRBL by the supplier, the frequency of this reporting shall be agreed between the parties. The purpose of such metrics/performance indications is to allow:

- The performance of the contract be monitored and measured.
- Identification of all areas of non-performance to ensure that appropriate corrective action plans are implemented to bring service back into line with contractual requirements expeditiously.
- Identification of opportunities, which provide measurable improvements on any supply proposition.

Within your response, you should include detail to explain how you would manage the measurements and production of the reports to represent the performance metrics, as required, from the inception of services. Therefore, your proposal should clearly illustrate: -

1. Confirmation that your organisation shall provide the minimum requirements, as stated above, and shall be able to do so upon the commencement of the Service. Please include in your response specimen copies of such reports, with detail of who will be responsible for producing them and the frequency by which they shall be produced.
2. Confirmation that your organisation will not unreasonably withhold its consent to provide metrics and performance indicators over and above the minimum requirements stated which relate to the performance of the services and are in accordance with principles stated above.

6.2.2 Relationship Frameworks

It will be a requirement of any contract awarded that formal structures and frameworks exist to facilitate the development of the relationship.

The following represent the initial minimum metrics that are required from the inception of services.

- Monthly reporting of agreed metrics
- A minimum of quarterly contract reviews
- Annual strategic reviews
- Executive sponsor

As part of your response to this ITT your organisation shall be required to provide the following:

- a. Confirmation that your organisation shall appoint a dedicated Account Manager with whom the TRBL project team can liaise for day-to-day issues and regular meetings and reporting.
- b. Confirmation of an Executive sponsor who will act as your organisation's TRBL relationship sponsor for reasons of quarterly/annual reviews and any escalation requirements. Your response should include explanation of where this position sits within your organisation's hierarchy.
- c. Your proposal as to potential change control mechanisms which might enable deviations in service to be identified, to ensure necessary corrective actions are implemented and contract amendments to be created to reflect the changes – as agreed.
- d. Assurance that appropriate resources shall be made available to support quarterly contract and annual strategic reviews. Specific

agenda items would be agreed but should include (but not be limited to): -

- a review of performance against TRBL's service levels.
 - review of performance compared to best-in-class.
 - communication plans to broadcast successes.
 - standardisation opportunities; and
- e. In addition, TRBL would welcome any thoughts your organisation has in regard to the identification of development opportunities, as identified throughout the term of the Contract, for improved performance.

6.3 Continuous & Process Improvement

TRBL is keen to ensure a progressive development of the relationship between the parties to ensure that it constantly evolves either in terms of service scope, delivery methodology, best practice techniques, seeking out simplification opportunities and/or cost improvements.

As part of your response to this ITT, your submission should provide the following:

-

- a. Examples of any existing or previous customer relationships, where innovation ideas were identified by either the customer or you, the supplier - and implemented as a joint effort. More specifically, details of the ideas identified, implementation process, timescales required to implement, and the benefits derived.
- b. Confirmation that the quarterly reviews shall include (but not be limited to) an agenda item and allocated resource regarding qualitative reporting of all the innovation opportunities identified, over the lifetime of the contract, the likely impact of implementation (or not implementing) and the associated implementation timescales, resource requirements and, where applicable, costs.

6.4 Risk Management

It is imperative that risk is actively managed which shall include the identification of risk and risk mitigation plans as well as the development and testing of robust business continuity plans.

As part of your response to this ITT you should include detail of the resource which shall be applied to the issue, reporting, management, and mitigation of, risk in relation to this Service.

ⁱ Visualisation of Team UK timelines through the discover, engage, process & propel phases.

Team UK Canada Roadmap 2023/2025

OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEPT	
									 Welcome packs arrive – 8 th July F&F weekend – 26 th – 28 th July	 Upload photos of welcome pack & F&F weekend onto hub	 Skipping challenge	
Send out Birthday cards												
Serving Selection Process									Team Selection 3 rd & 4 th June 2024 Calls to Competitors 5 th – 7 th June 2024 Captain/Vice-Captain's Interviews 17 th June 2024 Date TBC Warrior Games 17 th June – 2 nd July 2024 (40 Competitors) TBC F&F Application open for the month	Team Announcement 1 st – 5 th July 2024 (2 days during this week) Team Building, Categorisation & Media Training 13 th – 14 th July 2024 F&F Weekend 26 th – 28 th July 2024 Registration closes 15 th July 2024		
2023 Homecoming Event 2025 Registration of Interest open Close ROI for Veterans 31 st October 2023	Veterans' Questionnaire 1 st – 30 th November Close ROI for Serving Follow up support for ROI applicants – extends into Dec	Application Filtering – first week of Dec IGF Key Documents released 7 th December 2023 TEAM UK Information Form Vet/Serving 1 st – 31 st December 2023 Send Welcome Packs		TEAM UK INFORMATION FORM OPEN 1 ST FEB CLOSE 31 ST MARCH Canada Training Camp 11 th – 17 th February 1 Year To Go Event 13 th – 15 th February 2024 Invictus Veteran's Courses BB 19 th – 23 rd Feb, 25 th – 28 th March 29 th April 3 rd May	Profiling of Competitors Team UK Camp 5 th – 7 th April 2024 Surrey Sports Park, England Team UK Camp 12 th – 14 th April 2024 Swansea, Wales				Team UK Camp 10 th – 12 th May 2024 Stirling, Scotland	Recce Canada <i>Date TBC</i> Selection of Sports Captains <i>Date TBC</i> F&F Weekend <i>Date TBC</i> Training Camp 9 th – 11 th August 2024 Training Camp 20 th – 22 nd September 2024		
DISCO						ENGAGE			PROGRESS			

Team UK Canada Roadmap 2023/2025

OCT	NOV	DEC	JAN	FEB	MAR
 F&F event – 28 th Oct – 3 rd Nov Date TBC Ask for photos of Halloween costumes Set up WhatsApp group – Date TBC (after F&F event)	 Virtual escape room for adults & teenagers – Date TBC Upload photos of Halloween costumes & F&F event onto hub Ask for photos of Remembrance & upload onto hub	 Christmas pack arrives – 9 th December Virtual Christmas quiz – Date TBC	 Attend multi-sport camp, sports day for F&F – 16 th – 19 th January	 Hand out goody bags – Day before travel Invictus Games Canada 6 th – 17 th Feb 2025	 2025 Homecoming Event
Send out Birthday cards					
Selection of Team Sports		Training Camp 6 th – 8 th December 2024 Kit distribution during training camp		SNOW CAMP	
Training Camp 4 th – 6 th October 2024 F&F Weekend Half Term	Training Camp 22 nd – 24 th November 2024 Kit delivery to Lilleshall 25 th November 2024 Kit sort at Lilleshall 25 th – 28 th November 2024	Competitors have a week to inform team of any changes. Complete any changes at the Final Training Camp.	Final Training Camp with F&F 16 th – 19 th January 2025 Media refresh training during the multi sports camp		
SINGLE SPORT CAMPS TBC				Up to 60 competitors plus 4 non-competing travelling reserves, 128 family and friends, and 40 RBL sports coaches, staff and a medical team.	
PROGRESS					