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Tender

Review of National Highways' culture, approach, and processes to promote, incentivise and embed innovation

Office of Rail and Road

UK4: Tender notice - Procurement Act 2023 - [view information about notice types](#)

Notice identifier: 2025/S 000-079883

Procurement identifier (OCID): ocids-h6vhtk-05ef10

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Scope

Reference

ORR CT 25-84

Description

The Office of Rail and Road (ORR) requires consultancy services to review National Highways' culture, approach, and processes for promoting, incentivising, and embedding innovation. The appointed supplier will deliver a two-phase project:

Phase 1: Analyse past innovation projects funded under RIS1 and RIS2, assess lessons learned, and evaluate how benefits and efficiencies were measured.

Phase 2: Examine current processes and governance for embedding innovation, identify barriers, benchmark against comparable industries, and provide recommendations for improvement aligned with RIS3 objectives.

The services must include interim and final reports, workshops with ORR and National Highways, and a slide presentation of findings. All deliverables must comply with ORR's data protection, confidentiality, and accessibility requirements.

Total value (estimated)

- £80,000 excluding VAT
- £96,000 including VAT

Below the relevant threshold

Contract dates (estimated)

- 16 February 2026 to 31 January 2027
- Possible extension to 31 March 2027
- 1 year, 1 month, 13 days

Description of possible extension:

This contract is planned as a fixed-term engagement (February 2026 - January 2027). ORR does not currently anticipate any extensions, but reserves the right to extend the contract if required, subject to satisfactory performance, funding availability, and business need.

Possible circumstances for extension include:

Supporting implementation of recommendations after the final report.

Providing follow-up assurance or benefit validation.

Addressing delays outside the supplier's control (e.g., stakeholder access).

Additional benchmarking or analysis identified during Phase 2.

Any extension would be on the same terms and conditions as the original contract and

agreed in writing before commencement.

Main procurement category

Services

CPV classifications

- 79410000 - Business and management consultancy services

Contract locations

- UK - United Kingdom

Participation

Particular suitability

- Small and medium-sized enterprises (SME)
- Voluntary, community and social enterprises (VCSE)

Submission

Enquiry deadline

12 January 2026, 12:00pm

Tender submission deadline

26 January 2026, 3:00pm

Submission address and any special instructions

Tenders must be submitted electronically via the ORR eTendering portal:

<https://orr.ukp.app.jaggaer.com/go/40395068019AEA0F117B>

Submission Deadline: 16 January 2026, 15:00 (UK time).

Tenders uploaded after the closing date and time may not be accepted.

Bidders can upload revised versions until the deadline.

The tender must be submitted in two envelopes:

Technical Envelope: Quality response (Methodology, Delivery, Experience), Disclaimer, and Cyber Essentials or ISO27000 certification (or equivalent).

Commercial Envelope: Price and Form of Tender.

File formats accepted: PDF or Word (.docx).

No electronic auction will be used for this procurement.

Guidance on registering and using the portal can be found at:

<https://www.orr.gov.uk/about/procuring-goods-and-services/e-tendering>

Tenders may be submitted electronically

Yes

Award criteria

The contract will be awarded to the 'most advantageous tender' based on the following weighted criteria:

Methodology - 35%

Quality and robustness of the proposed approach, delivery mechanisms, and stakeholder engagement.

Delivery - 25%

Ability to meet timescales, manage risks, and allocate resources effectively.

Experience - 25%

Relevant organisational and team experience, including CVs and examples of similar projects.

Cost / Value for Money - 15%

Fixed fee proposal with full breakdown and day rates.

Responses will be scored using a 0-5 scale for quality criteria (Unacceptable to Excellent).
Price will be scored relative to the lowest bid.

Procedure

Procedure type

Below threshold - open competition

Documents

Associated tender documents

[ORR CT 25-84 ITT Innovation consultancy.pdf](#)

[ORR CR 25-84 Template Short-Form Services Agreement + Cover Sheet.docx](#)

[ORR CT 25-84 Template - Disclaimer.docx](#)

[ORR CT 25-84 Template - Form of Tender - Fixed Fee.docx](#)

Contracting authority

Office of Rail and Road

- Public Procurement Organisation Number: PMPH-6471-MDYY

25 Cabot Square

London

E14 4QZ

United Kingdom

Email: procurementteam@orr.gov.uk

Region: UKI42 - Tower Hamlets

Organisation type: Public authority - central government

