



Crown
Commercial
Service

Invitation to Participate Attachment 2 – How to bid

RM6288 Workforce Solutions Framework

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1. How to make your bid

- 1.1 Your bid must be made by the organisation that will be responsible for providing the goods and/or services should your bid be successful.
- 1.2 Your bid must be **entered into the eSourcing tool**. We can only accept bids that we receive through the eSourcing tool.
- 1.3 If you are bidding as a Consortium, please submit your bid in the name of the Lead member and follow the instructions when completing Attachment 2a Selection Questionnaire, including providing the name of the consortium in Section 1.12.2. Bidders must complete Attachment 4 Information and declaration workbook of the ITPD Bid Pack.
- 1.4 Upload ONLY those attachments we have asked for. Do not upload any attachments we haven't asked for.
- 1.5 Make sure you answer every question accurately and truthfully.
- 1.6 You must submit your bid before the tender submission deadlines, in paragraph 5 "Timelines for the competition" in Attachment 1 - About the Framework.
- 1.7 You must regularly check for messages in the eSourcing tool throughout the competition. You must log on to the eSourcing tool and access your message inbox for this competition to check for messages.
- 1.8 If anything is unclear, or you are unsure how to complete your bid submission, you can raise a question before the clarification question deadlines, via the eSourcing tool. Read paragraph 6 "When and how to ask questions" in Attachment 1 - About the Framework.
- 1.9 We may require you to clarify aspects of your bid in writing and/or provide additional information. Failure to respond within the time required, or to provide an adequate response will result in the rejection of your bid and your exclusion from this competition.
- 1.10 All actual or potential conflicts of interest must be resolved to the satisfaction of CCS prior to the submission of any bids – bidders should inform CCS of any actual or potential conflicts of interest in a conflict of interest declaration.
- 1.11 All rules of these documents need to be complied with;
- 1.12 A bidder's participation in the procurement exercise constitutes acceptance of the terms and conditions of the procurement exercise;
- 1.13 If any of these documents refer to UK legislation, and a bidder is non-UK based then it must be made clear in their answers that they have answered on the basis of their equivalent jurisdiction laws;
- 1.14 Financial information should be provided in pounds sterling;

- 1.15 Copyright in the ITPD Pack is ours and the bidders are not to reproduce, copy, or do anything else with the ITPD Bid Pack.

2. Selection Stage

- 2.1 At the Selection Stage, we evaluate bidders' technical, professional and financial capabilities. We will ask a range of questions appropriate to the procurement. It is important that you answer these questions accurately.
- 2.2 When responding to part 1 and part 2 Selection Questionnaire declarations, you must respond on behalf of all relevant persons in your organisation as per PCR 2015, regulation 57(2), i.e., members of the administrative, management or supervisory body of your organisation including those with powers of representation, decision or control.
- 2.3 If you are relying on any Key Subcontractors to meet the selection criteria within Part 3 of the Selection Questionnaire, you must tell us. If a Key Subcontractor is being relied on to meet Part 3 selection criteria, you must clearly tell us within Attachment 7 – Key Subcontractor Details which criteria you are relying on them for and you must ensure that each of these applicable Key Subcontractors completes Attachment 4b – Information and Declarations_Key Subcontractor_Guarantor and this is submitted via the applicable question within the electronic Selection Questionnaire.
- 2.4 If, following financial assessment, we require you to nominate a guarantor, we will contact you and tell you. You are not permitted to nominate a guarantor for Part 3 – Financial Risk Viability Assessment (FVRA) at the point of tender submission. You must undergo the financial assessment within your own right initially. Should we deem it appropriate to offer you the opportunity to nominate a guarantor post-tender submission, we will also require the nominated guarantor to complete Attachment 4b – Information and Declarations_Key Subcontractor_Guarantor.

3. Selection process

- 3.1 After the bid submission deadline, we will check all bids to make sure we have received everything we have asked for.
- 3.2 We may ask you to clarify information you provide, if that is necessary. Don't forget to check for messages in the eSourcing tool throughout the competition. You must log on to the eSourcing tool and access your message inbox for this competition to check for messages.
- 3.3 If your bid is not compliant, we will reject your bid and you will be excluded from the competition. We will tell you why your bid is not compliant.
- 3.4 Not all selection questions need guidance as the questions are self-evident. However other questions such as the financial question,

require a process to be undertaken before we can assess your response. In those instances, we have told you what we will do in the **evaluation guidance** (contained where relevant next to each question in the Selection Questionnaire, please ensure that these cells are expanded and read in full as per the instructions in Attachment 1- About the Framework).

4. Selection criteria

- 4.1 We may exclude you from the competition at the selection stage if:
- you receive a 'fail' for any of the evaluated selection questions (as explained with the evaluation guidance with each selection question (where relevant)).
 - any of the information you have provided proves to be false or misleading.
 - you have broken any of the competition rules in paragraph 9 Attachment 1 About the Framework, or not followed the instructions given in this ITP pack.
- 4.2 If we exclude you from the competition we will tell you and explain why.

5. Selection Questionnaire

Please refer to Attachment 2a of the ITPD Bid Pack - Selection Questionnaire. Remember you must complete the Selection Questionnaire online in the eSourcing tool (qualification envelope).

6. Dialogue Stage

If you have successfully passed the selection stage, you will proceed to the Dialogue Stage.

We will be tendering using the Competitive Dialogue procedure to achieve the best possible commercial outcome.

Your final bid must deliver what we and our buyers need, at the best possible price and quality you can give. The Dialogue Stage is being used by CCS to ensure that we can be confident that final bids will meet our requirements. The Dialogue Stage will consist of both meetings between each bidder and CCS, and written submissions by each bidder.

The purpose of the dialogue meetings is to:

- identify and define the means best suited to meeting the needs of CCS in respect of the Specification;
- discuss any aspects of the procurement exercise with bidders.

CCS anticipates that the Dialogue Meetings will be structured discussions around the Specification and other requirements and various elements of bidders' solutions, and the price. Further information concerning the content of the dialogue meetings will be provided to bidders who progress through the Selection stage and are invited to participate in the Dialogue Stage. The anticipated date for this is listed in Attachment 1 About the Framework Section 5 Timelines for completion. Initially CCS intends to hold individual meetings with bidders as follows:

- The first round of Dialogue meetings will be in person within the two weeks listed in Attachment 1 About the Framework Section 5 Timelines for completion. Bidders that were successful at Selection Stage will be provided with the meeting details.
- The second round of Dialogue meetings will be in person and again will be split over a period of two weeks and are listed in Attachment 1 About the Framework Section 5 Timelines for completion. The meeting details will be provided nearer the time.

CCS reserves the right to increase or decrease the number of meetings at its absolute discretion. Please note that timelines provided are indicative only and CCS reserves the right to alter the dates of the Dialogue Meetings in its absolute discretion.

CCS may discuss the bidder's initial submission in the second round of dialogue in order to facilitate the understanding of the needs and requirements of CCS from the bidder's proposal.

In order to facilitate the dialogue CCS may request information, documentation, submissions or ask questions of the bidder in writing in advance of any meeting. CCS will issue an agenda and any supporting papers prior to each meeting.

Bidders cannot have more than four (4) individuals in any Dialogue Meeting at any one time. The individuals can be interchanged during the course of the Dialogue Meetings but must not exceed more than four (4) at any point. The names of those individuals must be notified to CCS not less than four (4) working days in advance of the meeting.

During the Dialogue Meetings, CCS or its advisers may answer questions and give guidance. Bidders should bear in mind that:

- nothing said or intimated by CCS or its advisers will provide the bidders with any kind of approval for their Responses in relation to their meeting CCS's requirements or that they will score well on evaluation;
- CCS may, at its discretion, hold additional Dialogue Meetings either in person or via conference call with the bidders subsequent to the meetings timetabled above.

Dialogue Meetings are not intended to replace formal written clarifications. All Dialogue Meetings will be minuted to ensure openness and transparency throughout the process; matters discussed at the Dialogue Meetings may be shared with all bidders where relevant to them and where appropriate, bidders should be clear where any information shared is deemed by them to be confidential and commercially sensitive.

Bidders should note that CCS may disclose information provided by a bidder, as part of dialogue discussions or otherwise, in order to comply with the Freedom of Information Act 2000 (FOIA 2000) or Environmental Information Regulations, SI 2004/3391 (EIR 2004) the requirements of the PCR 2015, SI 2015/102 or any other legal requirements.

Further information about how to prepare for, and participate in, the Dialogue Stage is set out in section 12 below.

When participating in the Dialogue Stage you must:

- Read through the entire ITPD Bid Pack specifically Framework Schedule 1 (Specification) carefully, and read more than once
- Read each question, the response guidance, marking scheme and evaluation criteria
- Read the Framework Contract terms
- If you are unsure, ask questions before the clarification questions deadline See paragraph 5 'Timelines for the competition' and paragraph 6 'When and how to ask questions' in Attachment 1 - About the Framework document.
- During the Selection Stage we will request your availability to attend the Dialogue Meetings as per the timetable in Attachment 1 - About the Framework.
- Further information detailing the times and locations for the Dialogue Rounds will be supplied in due course/post Selection Stage in which you will be expected to attend.

- Follow the practice advised by CCS when attending the Dialogue Meetings.
- Ensure you are allowing adequate time during the Dialogue Stage to submit your Initial bid or prepare for a Dialogue Meeting.

7. Award Stage

The Award Stage of this procurement is the submission of Final Tenders which begins when CCS issues the request to submit Final Tenders to the bidders. The request to submit final tenders may provide additional details regarding CCS' requirements and will detail the timescales and processes for bidders' final tender responses. CCS may provide an updated Framework Contract terms and conditions, Services Specification, or any other document that forms part of the ITPD Bid Pack at this Award Stage. CCS reserves the right to extend or close the Dialogue periods at any point if it is confident that it will receive responses which are capable of meeting its needs.

Please refer to paragraph 5 of Attachment 1 - About the Framework for the intended timelines for the Dialogue periods.

Please ensure you leave adequate time to submit your Final Tender.

Final Tender submissions from all bidders in the procurement process will be evaluated in accordance with sections 10 to 16 below.

8. Evaluation Process and Award Criteria

The award of the Framework Contract will be on the basis of the 'Most Economically Advantageous Tender' (MEAT). The Award Criteria consists of both Price and Quality elements. The Price and Quality elements of the Final Tenders will be evaluated in accordance with the evaluation process as set out in annex 1 to this document titled "Workforce Solutions Evaluation Process" and sections 10 to 16 of this document.

9. Award process

9.1 What YOU need to do

- Answer the quality questions in section A and section B of the quality questionnaire during the tender submission stages in the eSourcing tool in the technical envelope.
- Complete the Calculation Tool Attachment 3.

- Upload your completed Calculation Tool into the eSourcing tool in the commercial envelope to question PQ1.

10. Quality Evaluation

All questions are mandatory, and Question 2.1 will be evaluated PASS / FAIL. If, in your Final Tender, you answer no or provide no response to any of these questions, we will reject your Final Tender and you will be excluded from the competition. We will tell you that your Final Tender has been excluded and why.

Each question must be answered in its own right. You must not answer any of the questions by cross referencing other questions or other materials for example reports or information located on your website (for the avoidance of doubt, if any such material is provided, this will not be subject to evaluation).

Each of the quality questions, from section B1 to section B8 of the quality questionnaire will be independently assessed by our evaluation panel post final tender submission deadline.

When the consensus meeting has taken place and the final mark for each question has been agreed by the evaluators, your final mark for each question will denote Malus (if any) that will be combined with your final Comparison Price as per Attachment 3 - Calculation Tool.

11. Actions at each stage of the Dialogue and Award Criteria

1.	<p>Dialogue Stage begins - Issue updated ITPD Bid Pack documentation</p> <p>We will issue the complete ITPD Bid Pack documentation to all bidders who were successful at Selection Stage. This will be available to download in the eSourcing tool and bidders will be required to sign the NDA before gaining access to full TUPE information.</p>
2	<p>Explanatory Webinar</p> <p>All bidders successful at Selection Stage will be provided with a link to a recorded webinar hosted by CCS and its consultants, where the application of the evaluation methodology will be explained in more detail.</p> <p>CCS may also use this webinar as an opportunity to address any common themes that have arisen from the Selection Stage and to</p>

	<p>update bidders on any changes to the documents in the ITPD Bid Pack.</p> <p>There will not be an opportunity to ask questions at the webinar. Should bidders have any queries in relation to the webinar and its content, these should be submitted via the eSourcing tool in accordance with the standard clarification protocol.</p>
3	<p>Invite Bidders to Dialogue Round 1</p> <p>We will invite all successful bidders post Selection Stage to the Dialogue Rounds as per the timetable in section 5 of Attachment 1 - About the Framework. We will chair the dialogue meetings and ensure compliance to best practice. The Dialogue Meetings will be summarised by way of written minutes.</p> <p>In order to participate in this round of dialogue, bidders are required to prepare to discuss:</p> <ul style="list-style-type: none"> • Their understanding of the requirements in the Specification • Any concerns or drafting points relating to the draft Framework Contract terms and conditions (bidders please note Annex 2 of this Attachment 2 – How to Bid that sets out what elements of the draft Contract may be part of a Dialogue session. • Any questions they may have in relation to the quality and price elements of the award criteria • Anything else that CCS deems relevant and informs bidders of in advance. <p>Bidders will note that this round of dialogue commences very shortly after issuing the updated ITPD Bid Pack to those bidders that were successful at the Selection Stage. Therefore, bidders will need to read, in detail, all documents in the ITPD Bid Pack, including the draft Framework Contract, during the Selection Stage and start preparing to discuss the points above and planning who will attend the dialogue meetings. CCS does not require bidders to provide anything in writing in advance of these initial dialogue meetings.</p>
4	<p>Reopen Clarification Periods between Dialogue Rounds</p> <p>We will advise when we have reopened Clarification Periods for bidders to submit questions pre and post each Dialogue Rounds. We will detail the deadline, as well as when we will publish responses.</p>
5	<p>Initial Tender - Issue updated ITPD Bid Pack</p> <p>Following the first round of dialogue, we may update the ITPD Bid Pack. We will advise when these have been updated, tracked changes will be included and when they are available to download via the eSourcing tool.</p>

6.	<p>Confirm Tender Submission Deadlines</p> <p>Following each Dialogue Round we will confirm the deadlines for each bidder to submit their tender as per the timelines in Attachment 1 - About the Framework.</p>
7.	<p>Initial Tender Submission</p> <p>Bidders are then required to submit initial tender responses, for both the quality and pricing elements of the evaluation criteria, in accordance with the timetable in section 5 of Attachment 1 of the ITPD Bid Pack.</p>
8.	<p>Compliance Check</p> <p>Throughout the Tender process, we will conduct compliance checks on both Award and Commercial (quality and price) submissions to make sure that your responses were completed correctly and in line with our instructions. At this stage submissions are not evaluated, and bidders will be given the opportunity to correct any areas of non-compliance when submitting Final Tenders. Whilst, this submission will have no impact on your final score, CCS strongly suggest that bidders complete the responses in full in order to get the most out of the Dialogue Meetings.</p>
9.	<p>Initial Tender Submission Review</p> <p>We will give your Initial Tender Submission to our evaluation panel. Each evaluator will independently review, but not score, your responses to the quality questions using the response guidance and the evaluation criteria. This review will form part of the Dialogue Round 2 meetings.</p> <p>Bidders are expected to provide initial pricing at this stage as well. CCS and its consultants will undertake a review of the initial pricing proposals.</p>
10.	<p>Invite Bidders to Dialogue Round 2</p> <p>Bidders will be invited to a second dialogue meeting. The purpose of this meeting is to:</p> <ul style="list-style-type: none"> • Allow CCS to provide feedback on the bidder's Initial Tender Submission • Undertake a detailed conversation around the bidder's pricing model. • Allow CCS to provide any further information about the Final Tender Submission stage. • Allow the bidder to ask any further questions, which will be captured and shared with all bidders' (Commercial in Confidence will be exempted if CCS agrees the question is within this category) post Dialogue Round 2.

11	<p>Confirm Closure of the Dialogue Stage</p> <p>Following all meetings at Dialogue Round 2, CCS will consider whether it is confident that it will receive Final Tender Submissions that meet its requirements. Once CCS is satisfied that this can happen, it will inform all bidders that the Dialogue Stage is closed and that bidders are now in the Final Tender Stage. Bidders acknowledge that the closure of dialogue does not necessarily mean that their proposal meets CCS requirements.</p>
12.	<p>Final Tender - Issue updated ITPD Bid Pack</p> <p>Following the closure of dialogue, we will update the ITPD Bid Pack. We will advise when these have been updated, tracked changes will be included and when they are available to download via the eSourcing tool. The updated IPTD Bid Pack should be used by bidders to submit their Final Tender Submissions.</p>
13.	<p>Final Tender Submission</p> <p>Bidders are then required to submit Final Tender responses, for both the quality and pricing elements of the evaluation criteria, in accordance with the timetable in section 5 of Attachment 1 of the ITPD Bid Pack (as may be updated by CCS in subsequent iterations of the ITPD bid pack).</p> <p>Bidders must submit their Final Tender Submissions in accordance with the timetable in section 5 of Attachment 1 of the ITPD Bid Pack and the instructions throughout the ITPD Bid Pack.</p>
14.	<p>Final Tender Submission - Quality Review / Evaluation</p> <p>Your Final Tender Submission will be evaluated by our evaluation panel. Each evaluator will independently assess your responses to the quality questions using the response guidance and the evaluation criteria. Each evaluator will give a mark/score and a reason for their mark/score for each question they are assessing. Each evaluator will enter their score and reasons into the eSourcing tool. Malus will be applied to each quality question in accordance with Annex 1 of this Attachment 2.</p>
15.	<p>Consensus</p> <p>Once the evaluators have independently assessed your answers to the quality questions, CCS will arrange for the evaluators to meet, and will facilitate the discussion. At this consensus meeting, the evaluators will discuss the quality of your answers and discuss their scores and reasons for that score. The discussion will continue until they reach a consensus regarding the mark/score, and a reason for that score, for each question. These final scores</p>

	will be used to calculate the Malus value to be added to your pricing response.
16.	<p>Moderation</p> <p>Once the consensus meetings have taken place, the consensus manager(s) will review the consensus marks and reasons for the marks agreed with evaluators for any errors or discrepancies. If any errors or discrepancies are identified within a bid, then that bid may be taken back through the moderation stage to review the marks awarded. Marks may be changed by the evaluators as a result of any further moderation exercise. The reasons for revisiting the moderation stage and the outcome will be fully recorded.</p>
17.	<p>Quality Threshold</p> <p>If you have received a score of zero (0) or twenty five (25) for any of the quality questions at the Final Tender Submission stage, we will reject your bid and you will be excluded from the competition. We will tell you that your bid has been excluded from the competition and why.</p>
18.	<p>Final Score</p> <p>Your scoring and Malus will be calculated and will adjust the overall Comparison Price submitted with your Calculation Tool to denote a final score.</p>
19.	<p>Award</p> <p>The bidder with the lowest overall price, once the Commercial Submission and Malus have been combined will be awarded the Framework Contract. Letters compliant with Regulation 86 of the Regulations will be sent to all bidders communicating the intention to award.</p>

12. Award quality questionnaire

12.1 The quality questionnaire is split into two sections:

- Section A – Compliance with Framework Schedule 1 (Specification)
- Section B 1 to 8 – Award questions
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12.2 A summary of all the questions in the quality questionnaire, along with the marking scheme, and potential Malus denoted for each question is set out below:

Question		Marking scheme	Potential Malus Range (if bidders receive a score of 50-75)
Section A			
2.1	Compliance with Framework Schedule 1 (Specification)	Pass/Fail	N/A
Section B			
Section 1 - Delivery Model questions			
AQ1DM1	End to End Solution	100/75/50/25/0	£7,010,242 - £14,020,484
AQ1DM2	Operating Model	100/75/50/25/0	£2,628,841 - £5,257,681
Section 2 - Managed Recruitment Service questions			
AQ2MRS1	Triage	100/75/50/25/0	£4,381,401 - £8,762,802
AQ2MRS2	Rate Card	100/75/50/25/0	£2,628,841 - £5,257,681
AQ2MRS3	Sourcing	100/75/50/25/0	£3,505,121 - £7,010,242
AQ2MRS4	Innovation	100/75/50/25/0	£1,752,561 - £3,505,121
Section 3 - Technology question			
AQ3T1	Technology	100/75/50/25/0	£13,144,204 - £26,288,407
Section 4 - Supply Chain			
AQ4SC1	Responsive Supply Chains	100/75/50/25/0	£2,628,841 - £5,257,681
AQ4SC2	Implementation	100/75/50/25/0	£2,628,841 - £5,257,681
AQ4SC3	Interaction & Management	100/75/50/25/0	£2,628,841 - £5,257,681

AQ4SC4	Flexibility & Capability	100/75/50/25/0	£2,628,841 - £5,257,681
AQ4SC5	Commercial Sustainability	100/75/50/25/0	£2,628,841 - £5,257,681
Section 5 - Worker Journey question			
AQ5WJ1	On / Off Boarding	100/75/50/25/0	£3,505,121 - £7,010,242
AQ5WJ2	Technology	100/75/50/25/0	£3,505,121 - £7,010,242
AQ5WJ3	Continuous Improvement	100/75/50/25/0	£1,752,561 - £3,505,121
Section 6 - Service Implementation and Transition questions			
AQ6SIT1	Implementation	100/75/50/25/0	£4,381,401 - £8,762,802
AQ6SIT2	Transition	100/75/50/25/0	£4,381,401 - £8,762,802
Section 7 - Social Value			
AQ7SV1	How will you embed Social Value into the delivery of the services?	100/75/50/25/0	£14,339,132 - £28,678,263
Section 8 - Scenario questions			
AQ8S1	Scenario 1	100/75/50/25/0	£6,572,102 - £13,144,204
AQ8S2	Scenario 2	100/75/50/25/0	£6,572,102 - £13,144,204

12. 3 The Quality and Social Value Questions, along with the marking scheme, and potential Malus that can be allocated for each question is set out below.

When responding to each question contained in the table below, it is a requirement that Bidders cover the relevant requirements of Framework Schedule

1, Specification (including, but not limited to, any sections of the Specification that are expressly referenced within a question)

Section A – Mandatory service requirements	
2.1 Compliance with Framework Schedule 1 (Specification)	
<p>If you are awarded a Framework Contract, will you unreservedly deliver in full, all the service requirements as set out in Framework Schedule 1 (Specification).</p> <p>Please answer 'Yes' or 'No' .</p> <p>Yes - You will unreservedly deliver in full all the service requirements as set out in Framework Schedule 1 (Specification).</p> <p>No - You will not, or cannot, deliver in full all the service requirements as set out in Framework Schedule 1 (Specification).</p>	
<p>2.1 Response guidance</p> <p>This is a Pass/Fail question.</p> <p>If you cannot or are unwilling to select 'Yes' to this question, you will be disqualified from further participation in this competition.</p> <p>You are required to select either option YES, NO from the drop down list.</p> <p>Providing a 'Yes' response means you will unreservedly deliver in full all the service requirements as set out in Framework Schedule 1 (Specification).</p> <p>If you select 'No' (or do not answer the question) to indicate that you will not, or cannot, deliver in full all the service requirements as set out in Framework Schedule 1 (Specification) you will be excluded from further participation in this competition.</p>	
Marking scheme	Evaluation guidance
Pass	You have selected option 'Yes' confirming that you will unreservedly deliver in full all the service requirements as set out in Framework Schedule 1 (Specification).
Fail	You have selected 'No' confirming that you will not, or cannot, deliver in full all the service requirements as set out in Framework Schedule 1 (Specification).

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Section B

Section 1 – Delivery Model questions

AQ1DM1 End to End Solution:

CCS requires you to provide a detailed description of how you propose to deliver the End to End Solution of the following Service lines; Contingent Labour, Admin & Clerical, Statement of Works and Recruit Train Deploy, to Buyers.

AQ1DM1 Response guidance

All bidders must answer this question.

You must submit your response as an attachment in the submission box provided in response to the question in the eSourcing tool.

When submitting your response, please ensure the document submitted is named as below:

[supplier name]_AQ[question number]

In order to satisfy the above requirement, and the question associated with the requirement, you must provide:

A detailed description of how you propose to deliver the End to End Solution of the following day one service lines, Contingent Labour (Professional workers, Admin & Clerical workers and Operational Workers) Statement of Work & Recruit Train Deploy, to Buyers.

Your response should be limited to, and focused on all elements of the question. You must not make generalised statements or give irrelevant information.

Please attend to layout, spelling, punctuation and grammar. Also it will be helpful if you make it clear in your answer when you are addressing the points raised in the Evaluation criteria below.

Maximum character count – including spaces and punctuation. 32,000 characters, equivalent to 16 sides of A4. All text must be in the format of Arial in no smaller than font size 10.

You must not exceed the character count as outlined above. Responses must include spaces between words. If the character count outlined above is exceeded, only the outlined character count of your response will be subject to evaluation.

Marking Scheme 100/75/50/25/0

Marking scheme	Evaluation criteria
100	<p>The bidder's response fully addresses all elements of the question. It provides CCS with an exceptional proposal with assurance the bidder will deliver against the following requirements:</p> <ul style="list-style-type: none"> a) Providing a detailed description of how you propose to deliver the End to End Solution for Contingent Labour (Professional workers) service line to buyers b) Providing a detailed description of how you propose to deliver the End to End Solution for Statement of Work service line to buyers c) Providing a detailed description of how you propose to deliver the End to End Solution for Recruit Train Deploy service line to buyers d) Providing a detailed description of how you propose to deliver the End to End Solution for Contingent Labour (Admin & Clerical workers and Operational Workers) service lines to buyers <p>This score will apply no Malus to the bidders Comparison Price</p>
75	<p>The bidder's response fully addresses all but one of the elements of the question against the following requirements:</p> <ul style="list-style-type: none"> a) Providing a detailed description of how you propose to deliver the End to End Solution for Contingent Labour (Professional workers) service line to buyers b) Providing a detailed description of how you propose to deliver the End to End Solution for Statement of Work service line to buyers c) Providing a detailed description of how you propose to deliver the End to End Solution for Recruit Train Deploy service line to buyers d) Providing a detailed description of how you propose to deliver the End to End Solution for Contingent Labour (Admin & Clerical workers and Operational Workers) service lines to buyers <p>This score will apply £7,010,242 Malus to the bidders Comparison Price</p>

50	<p>The bidder's response fully addresses all but two of the elements of the question against the following requirements:</p> <ul style="list-style-type: none"> a) Providing a detailed description of how you propose to deliver the End to End Solution for Contingent Labour (Professional workers) service line to buyers b) Providing a detailed description of how you propose to deliver the End to End Solution for Statement of Work service line to buyers c) Providing a detailed description of how you propose to deliver the End to End Solution for Recruit Train Deploy service line to buyers d) Providing a detailed description of how you propose to deliver the End to End Solution for Contingent Labour (Admin & Clerical workers and Operational Workers) service lines to buyers <p>This score will apply £14,020,484 Malus to the bidders Comparison Price</p>
25	<p>The bidder's response fully addresses one of the elements of the question against the following requirements:</p> <ul style="list-style-type: none"> a) Providing a detailed description of how you propose to deliver the End to End Solution for Contingent Labour (Professional workers) service line to buyers b) Providing a detailed description of how you propose to deliver the End to End Solution for Statement of Work service line to buyers c) Providing a detailed description of how you propose to deliver the End to End Solution for Recruit Train Deploy service line to buyers d) Providing a detailed description of how you propose to deliver the End to End Solution for Contingent Labour (Admin & Clerical workers and Operational Workers) service lines to buyers <p>This score will not meet the minimum threshold as the bidder will be removed from the competition.</p>
0	<p>The bidder's response addresses none of the elements of the question. It raises major concerns with CCS that the bidders proposal cannot deliver against part of the following requirements:</p> <ul style="list-style-type: none"> a) Providing a detailed description of how you propose to deliver the End to End Solution for Contingent Labour (Professional workers) service line to buyers

	<p>b) Providing a detailed description of how you propose to deliver the End to End Solution for Statement of Work service line to buyers</p> <p>c) Providing a detailed description of how you propose to deliver the End to End Solution for Recruit Train Deploy service line to buyers</p> <p>d) Providing a detailed description of how you propose to deliver the End to End Solution for Contingent Labour (Admin & Clerical workers and Operational Workers) service lines to buyers</p> <p>This score will not meet the minimum threshold as the bidder will be removed from the competition.</p> <p>OR</p> <p>A response has not been provided to this question.</p>
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AQ1DM2 Operating Model:

CCS requires you to provide a diagram of your operating model and Organogram of how resources will be utilised.

AQ1DM2 Response guidance

All bidders must answer this question.

You must submit your response with attachments in the submission boxes provided in response to the question in the eSourcing tool.

When submitting your response, please ensure the documents submitted are named as below:

[supplier name]_AQ[question number]

In order to satisfy the above requirement, and the question associated with the requirement, you must provide:

A diagram of your operating model and an organogram identifying the number and type of resources which will be utilised to deliver the End to End solution along with a detailed description of how you will structure your operational / delivery teams to ensure Buyers of varying scope and size, have the optimal buyer experience

Your response should be limited to, and focused on all elements of the question. You must not make generalised statements or give irrelevant information.

Please attend to layout, spelling, punctuation and grammar. Address each of the component parts in the order they are listed in this response guidance. State which part you are responding to.

Your diagram and organogram should be limited to 2 sides of A4.

Maximum character count (excluding the above diagram and organogram) – including spaces and punctuation. 24,000 characters, equivalent to 12 sides of A4. All text must be in the format of Arial in no smaller than font size 10.

You must not exceed the character count as outlined above. Responses must include spaces between words. If the character count outlined above is exceeded, only the outlined character count of your response will be subject to evaluation.

Marking Scheme 100/75/50/25/0

Marking scheme	Evaluation criteria
100	<p>The bidder's response fully addresses all elements of the question. It provides CCS with an exceptional proposal with assurance the bidder will deliver against the following requirements:</p> <ul style="list-style-type: none"> a) Providing a diagram of the operating model that will be utilised to deliver the End to End solution b) A description of how this operating model will ensure optimal experience for a varying scope and size of Buyers c) Providing an organogram identifying the number and hierarchy of resources that will be utilised to deliver the End to End solution d) A description of how this operating model can flex due to demand fluctuation. <p>This score will apply no Malus to the bidders Comparison Price</p>
75	<p>The bidder's response fully addresses in detail all but one of the elements of the question against the following requirements:</p> <ul style="list-style-type: none"> a) Providing a diagram of the operating model that will be utilised to deliver the End to End solution b) A description of how this operating model will ensure optimal experience for a varying scope of buyers c) Providing an organogram identifying the number and hierarchy of resources that will be utilised to deliver the End to End solution d) A description of how this operating model can flex due to demand fluctuation.

	This score will apply £2,628,841 Malus to the bidders Comparison Price
50	<p>The bidder's response fully addresses all but two of the elements of the question against the following requirements:</p> <ul style="list-style-type: none"> a) Providing a diagram of the operating model that will be utilised to deliver the End to End solution b) A description of how this operating model will ensure optimal experience for a varying scope of buyers c) Providing an organogram identifying the number and hierarchy of resources that will be utilised to deliver the End to End solution d) A description of how this operating model can flex due to demand fluctuation. <p>This score will apply £5,257,681 Malus to the bidders Comparison Price</p>
25	<p>The bidder's response fully addresses in detail one of the elements of the question against the following requirements:</p> <ul style="list-style-type: none"> a) Providing a diagram of the operating model that will be utilised to deliver the End to End solution b) A description of how this operating model will ensure optimal experience for a varying scope of buyers c) Providing an organogram identifying the number and hierarchy of resources that will be utilised to deliver the End to End solution d) A description of how this operating model can flex due to demand fluctuation. <p>This score will not meet the minimum threshold as the bidder will be removed from the competition.</p>
0	<p>The bidder's response addresses none of the elements of the question. It raises major concerns with CCS that the bidders proposal cannot deliver against part of the following requirements:</p> <ul style="list-style-type: none"> a) Providing a diagram of the operating model that will be utilised to deliver the End to End solution b) A description of how this operating model will ensure optimal experience for a varying scope of buyers c) Providing an organogram identifying the number and hierarchy of resources that will be utilised to deliver the End to End solution d) A description of how this operating model can flex due to demand fluctuation.

	<p>This score will not meet the minimum threshold as the bidder will be removed from the competition.</p> <p>OR</p> <p>A response has not been provided to this question.</p>
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Section 2 – Managed Recruitment Service questions

AQ2MRS1 Triage:

CCS requires you to clearly demonstrate how you will ensure the most appropriate service line is chosen for the Buyer.

AQ2MRS1 Response guidance

All bidders must answer this question.

You must submit your response as an attachment in the submission box provided in response to the question in the eSourcing tool.

When submitting your response, please ensure the document submitted is named as below:

[supplier name]_AQ[question number]

In order to satisfy the requirement, and the question associated with the requirement, you must describe:

How you will triage Buyer requirements to ensure that the most appropriate Service Line is chosen. Your answer should consider the requirement being directed through a compliant Service Line and if so, then through a Route to Talent,, that is the most effective and efficient; and best value for the Buyer. Your answer should consider;

- how you will remain commercially neutral;
- how you will educate the Buyer for current and future decisions; and supporting collateral that you will use to deliver this.

Your response should be limited to, and focused on all elements of the question. You must not make generalised statements or give irrelevant information.

Your response should be limited to, and focused on all elements of the question. You must not make generalised statements or give irrelevant information.

Please attend to layout, spelling, punctuation and grammar. Also it will be helpful if you make it clear in your answer when you are addressing the points raised in the Evaluation criteria below.

Maximum character count – including spaces and punctuation. 32,000 characters, equivalent to 16 sides of A4. All text must be in the format of Arial in no smaller than font size 10.

You must not exceed the character count as outlined above. Responses must include spaces between words. If the character count outlined above is exceeded, only the outlined character count of your response will be subject to evaluation.

Marking Scheme 100/75/50/25/0

Marking scheme	Evaluation criteria
100	<p>The bidder's response fully addresses all elements of the question. It provides CCS with an exceptional proposal with assurance the bidder will deliver against the following requirements:</p> <ul style="list-style-type: none"> a) How you will triage Buyer requirements to ensure that the most appropriate Service Line is chosen b) Should the Service Line be Contingent Labour, then how will the most appropriate Route To Talent that offers the most effective and efficient outcome c) How you will remain commercially neutral in the triage process d) How you will educate the buyer for current and future decisions; and supporting collateral that you will use to deliver this. <p>This score will apply no Malus to the bidders Comparison Price</p>
75	<p>The bidder's response fully addresses in detail all but one of the elements of the question against the following requirements:</p> <ul style="list-style-type: none"> a) How you will triage Buyer requirements to ensure that the most appropriate Service Line is chosen b) Should the Service Line be Contingent Labour, then how will the most appropriate Route To Talent that offers the most effective and efficient outcome c) How you will remain commercially neutral in the triage process d) How you will educate the buyer for current and future decisions; and supporting collateral that you will use to deliver this. <p>This score will apply £4,381,401 Malus to the bidders Comparison Price</p>
50	<p>The bidder's response fully addresses in detail all but two of the elements of the question against the following requirements:</p>

	<ul style="list-style-type: none"> a) How you will triage Buyer requirements to ensure that the most appropriate Service Line is chosen b) Should the Service Line be Contingent Labour, then how will the most appropriate Route To Talent that offers the most effective and efficient outcome c) How you will remain commercially neutral in the triage process d) How you will educate the buyer for current and future decisions; and supporting collateral that you will use to deliver this <p>This score will apply £8,762,802 Malus to the bidders Comparison Price</p>
25	<p>The bidder's response fully addresses in detail one of the elements of the question against the following requirements:</p> <ul style="list-style-type: none"> a) How you will triage Buyer requirements to ensure that the most appropriate Service Line is chosen b) Should the Service Line be Contingent Labour, then how will the most appropriate Route To Talent that offers the most effective and efficient outcome c) How you will remain commercially neutral in the triage process d) How you will educate the buyer for current and future decisions; and supporting collateral that you will use to deliver this. <p>This score will not meet the minimum threshold as the bidder will be removed from the competition.</p>
0	<p>The bidder's response addresses none of the elements of the question. It raises major concerns with CCS that the bidders proposal cannot deliver against part of the following requirements:</p> <ul style="list-style-type: none"> a) How you will triage Buyer requirements to ensure that the most appropriate Service Line is chosen b) Should the Service Line be Contingent Labour, then how will the most appropriate Route To Talent that offers the most effective and efficient outcome c) How you will remain commercially neutral in the triage process d) How you will educate the buyer for current and future decisions; and supporting collateral that you will use to deliver this. <p>This score will not meet the minimum threshold as the bidder will be removed from the competition.</p> <p>OR</p> <p>A response has not been provided to this question.</p>

AQ2MRS2 Rate Card:

CCS requires you to clearly demonstrate how you will maintain a Contingent Labour and Recruit Train Deploy rate card.

AQ2MRS2 Response guidance

All bidders must answer this question.

You must submit your response as an attachment in the submission box provided in response to the question in the eSourcing tool.

When submitting your response, please ensure the document submitted is named as below:

[supplier name]_AQ[question number]

In order to satisfy the above requirement, and the question associated with the requirement, you must provide:

A detailed description on how you will build and maintain a full and fit for purpose Contingent Labour and Recruit Train Deploy rate card, as referenced in Framework Schedule 1 Sections 5, 6 and 8. Your answer should include how you will meet standard job role taxonomy used across the UK Government for example DDaT roles, Commercial roles etc. You should describe how you will benchmark the rates, how often this will be done and what data sources you will use.

Your response should be limited to, and focused on all elements of the question. You must not make generalised statements or give irrelevant information.

Please attend to layout, spelling, punctuation and grammar. Also it will be helpful if you make it clear in your answer when you are addressing the points raised in the Evaluation criteria below.

Maximum character count – including spaces and punctuation. 32,000 characters, equivalent to 16 sides of A4. All text must be in the format of Arial in no smaller than font size 10.

You must not exceed the character count as outlined above. Responses must include spaces between words. If the character count outlined above is exceeded, only the outlined character count of your response will be subject to evaluation.

Marking Scheme 100/75/50/25/0

Marking scheme	Evaluation criteria
<p>100</p>	<p>The bidder's response fully addresses all elements of the question. It provides CCS with an exceptional proposal with assurance the bidder will deliver against the following requirements:</p> <ul style="list-style-type: none"> a) How you will build a full and fit for purpose Contingent Labour and Recruit Train Deploy rate card b) How you will meet standard job role taxonomy used across the UK Government, for example DDaT roles; Commercial roles etc. c) How will you benchmark the rates, how often this will be done d) What data sources you will use <p>This score will apply no Malus to the bidders Comparison Price</p>
<p>75</p>	<p>The bidder's response fully addresses in detail all but one of the elements of the question against the following requirements:</p> <ul style="list-style-type: none"> a) How you will build and maintain a full and fit for purpose Contingent Labour and Recruit Train Deploy rate card] b) How you will meet standard job role taxonomy used across the UK Government, for example DDaT roles; Commercial roles etc. c) How will you benchmark the rates, how often this will be done and d) What data sources you will use <p>This score will apply £2,628,841 Malus to the bidders Comparison Price</p>
<p>50</p>	<p>The bidder's response fully addresses in detail all but two of the elements of the question against the following requirements::</p> <ul style="list-style-type: none"> a) How you will build and maintain a full and fit for purpose Contingent Labour and Recruit Train Deploy rate card b) How you will meet standard job role taxonomy used across the UK Government, for example DDaT roles; Commercial roles etc. c) How will you benchmark the rates, how often this will be done and d) What data sources you will use <p>This score will apply £5,257,681 Malus to the bidders Comparison Price</p>
<p>25</p>	<p>The bidder's response fully addresses in detail one of the elements of the question against the following requirements:</p>

	<ul style="list-style-type: none"> a) How you will build and maintain a full and fit for purpose Contingent Labour and Recruit Train Deploy rate card b) How you will meet standard job role taxonomy used across the UK Government, for example DDaT roles; Commercial roles etc. c) How will you benchmark the rates, how often this will be done and d) What data sources you will use <p>This score will not meet the minimum threshold as the bidder will be removed from the competition.</p>
0	<p>The bidder's response addresses none of the elements of the question. It raises major concerns with CCS that the bidders proposal cannot deliver against part of the following requirements:</p> <ul style="list-style-type: none"> a) How you will build and maintain a full and fit for purpose Contingent Labour and Recruit Train Deploy rate card b) How you will meet standard job role taxonomy used across the UK Government, for example DDaT roles; Commercial roles etc. c) How will you benchmark the rates, how often this will be done and d) What data sources you will use <p>This score will not meet the minimum threshold as the bidder will be removed from the competition.</p> <p>OR</p> <p>A response has not been provided to this question.</p>

AQ2MRS3 Sourcing:

CCS requires you to clearly demonstrate how you will utilise sourcing channels

AQ2MRS3 Response guidance

All bidders must answer this question.

You must submit your response as an attachment in the submission box provided in response to the question in the eSourcing tool.

When submitting your response, please ensure the document submitted is named as below:

[supplier name]_AQ[question number]

In order to satisfy the above requirement, and the question associated with the requirement, you must provide:

How will you utilise various sourcing channels? Your response should include the following as a minimum;

- Referrals
- Job boards
- The use of Artificial Intelligence
- Previous applicants
- Predictive Analytics
- Social Media Platforms
- Talent pools

Your response should be limited to, and focused on all elements of the question. You must not make generalised statements or give irrelevant information.

Please attend to layout, spelling, punctuation and grammar. Also it will be helpful if you make it clear in your answer when you are addressing the points raised in the Evaluation criteria below.

Maximum character count – including spaces and punctuation. 32,000 characters, equivalent to 16 sides of A4. All text must be in the format of Arial in no smaller than font size 10.

You must not exceed the character count as outlined above. Responses must include spaces between words. If the character count outlined above is exceeded, only the outlined character count of your response will be subject to evaluation.

Marking Scheme 100/75/50/25/0

Marking scheme	Evaluation criteria
100	<p>The bidder's response fully addresses all elements of the question. It provides CCS with an exceptional proposal with assurance the bidder will deliver against the following requirements:</p> <ul style="list-style-type: none">a) How will you utilise Social Media Platforms & Job boardsb) How will you utilise Artificial Intelligence & Predictive Analyticsc) How will you utilise Referrals & Previous Applicantsd) How will you build and utilise Talent pools <p>This score will apply no Malus to the bidders Comparison Price</p>
75	<p>The bidder's response fully addresses in detail all but one of the elements of the question against the following requirements:</p> <ul style="list-style-type: none">a) How will you utilise Social Media Platforms & Job boards

	<p>b) How will you utilise Artificial Intelligence & Predictive Analytics</p> <p>c) How will you utilise Referrals & Previous Applicants</p> <p>d) How will you build and utilise Talent pools</p> <p>This score will apply £3,505,121 Malus to the bidders Comparison Price</p>
50	<p>The bidder's response fully addresses in detail all but two of the elements of the question against the following requirements:</p> <p>a) How will you utilise Social Media Platforms & Job boards</p> <p>b) How will you utilise Artificial Intelligence & Predictive Analytics</p> <p>c) How will you utilise Referrals & Previous Applicants</p> <p>d) How will you build and utilise Talent pools</p> <p>This score will apply £7,010,242 Malus to the bidders Comparison Price</p>
25	<p>The bidder's response fully addresses in detail one of the elements of the question against the following requirements:</p> <p>a) How will you utilise Social Media Platforms & Job boards</p> <p>b) How will you utilise Artificial Intelligence & Predictive Analytics</p> <p>c) How will you utilise Referrals & Previous Applicants</p> <p>d) How will you build and utilise Talent pools</p> <p>This score will not meet the minimum threshold as the bidder will be removed from the competition.</p>
0	<p>The bidder's response addresses none of the elements of the question. It raises major concerns with CCS that the bidders proposal cannot deliver against part of the following requirements:</p> <p>a) How will you utilise Social Media Platforms & Job boards</p> <p>b) How will you utilise Artificial Intelligence & Predictive Analytics</p> <p>c) How will you utilise Referrals & Previous Applicants</p> <p>d) How will you build and utilise Talent pools</p> <p>This score will not meet the minimum threshold as the bidder will be removed from the competition.</p> <p>OR</p> <p>A response has not been provided to this question.</p>

AQ2MRS4 Innovation:

CCS requires you to clearly demonstrate use of innovation and emerging workforce solutions and process efficiencies.

AQ2MRS4 Response guidance

All bidders must answer this question.

You must submit your response as an attachment in the submission box provided in response to the question in the eSourcing tool.

When submitting your response, please ensure the document submitted is named as below:

[supplier name]_AQ[question number]

In order to satisfy the above requirement, and the question associated with the requirement, you must provide:

A description of how you identify innovation and emerging workforce solutions or process efficiencies, as referenced in Framework Schedule 1 section 18. How these will be initially desktop evaluated, tested in practice and if successful, implemented across the framework.

Your response should be limited to, and focused on all elements of the question. You must not make generalised statements or give irrelevant information.

Please attend to layout, spelling, punctuation and grammar. Also, it will be helpful if you make it clear in your answer when you are addressing the points raised in the Evaluation criteria below.

Maximum character count – including spaces and punctuation. 16,000 characters, equivalent to 8 sides of A4. All text must be in the format of Arial in no smaller than font size 10.

You must not exceed the character count as outlined above. Responses must include spaces between words. If the character count outlined above is exceeded, only the outlined character count of your response will be subject to evaluation.

Your response should be limited to, and focused on all elements of the question. You must not make generalised statements or give irrelevant information.

Marking Scheme 100/75/50/25/0

**Marking
scheme**

Evaluation criteria

<p>100</p>	<p>The bidder's response fully addresses all elements of the question. It provides CCS with an exceptional proposal with assurance the bidder will deliver against the following requirements:</p> <ul style="list-style-type: none"> a) How you identify innovative and emerging workforce solutions or process efficiencies b) How you undertake an initial desktop evaluation for the feasibility of these c) How you will beta test each d) How you would implement across the framework <p>This score will apply no Malus to the bidders Comparison Price</p>
<p>75</p>	<p>The bidder's response fully addresses in detail all but one of the elements of the question against the following requirements:</p> <ul style="list-style-type: none"> a) How you identify innovative and emerging workforce solutions or process efficiencies b) How you undertake an initial desktop evaluation for the feasibility of these c) How you will beta test each d) How you would implement across the framework <p>This score will apply £1,752,561 Malus to the bidders Comparison Price</p>
<p>50</p>	<p>The bidder's response fully addresses in detail all but two of the elements of the question against the following requirements:</p> <ul style="list-style-type: none"> a) How you identify innovative and emerging workforce solutions or process efficiencies b) How you undertake an initial desktop evaluation for the feasibility of these c) How you will beta test each d) How you would implement across the framework <p>This score will apply £3,505,121 Malus to the bidders Comparison Price</p>
<p>25</p>	<p>The bidder's response fully addresses in detail one of the elements of the question against the following requirements:</p> <ul style="list-style-type: none"> a) How you identify innovative and emerging workforce solutions or process efficiencies b) How you undertake an initial desktop evaluation for the feasibility of these

	<p>c) How you will beta test each</p> <p>d) How you would implement across the framework</p> <p>This score will not meet the minimum threshold as the bidder will be removed from the competition.</p>
0	<p>The bidder's response addresses none of the elements of the question. It raises major concerns with CCS that the bidders proposal cannot deliver against part of the following requirements:</p> <p>a) How you identify innovative and emerging workforce solutions or process efficiencies</p> <p>b) How you undertake an initial desktop evaluation for the feasibility of these</p> <p>c) How you will beta test each</p> <p>d) How you would implement across the framework</p> <p>This score will not meet the minimum threshold as the bidder will be removed from the competition.</p> <p>OR</p> <p>A response has not been provided to this question.</p>

Section 3 – Technology question

AQ3T1 Technology:

CCS requires you to clearly describe the technology stack you will employ to deliver the framework.

AQ3T1 Response guidance

All bidders must answer this question.

You must submit your response as an attachment in the submission box provided in response to the question in the eSourcing tool.

When submitting your response, please ensure the document submitted is named as below:

[supplier name]_AQ[question number]

In order to satisfy the above requirement, and the question associated with the requirement, you must:

A detailed description of the technology stack you will employ to deliver a best in class End to End service for each of the Service Lines and how each component will integrate to form the overall solution. Your answer should include a system map outlining each technology in Framework Schedule 1 Section 13.

Your response should be limited to, and focused on all elements of the question. You must not make generalised statements or give irrelevant information.

Please attend to layout, spelling, punctuation and grammar. Also it will be helpful if you make it clear in your answer when you are addressing the points raised in the Evaluation criteria below.

Maximum character count – including spaces and punctuation. 40,000 characters, equivalent to 20 sides of A4. All text must be in the format of Arial in no smaller than font size 10.

You must not exceed the character count as outlined above. Responses must include spaces between words. If the character count outlined above is exceeded, only the outlined character count of your response will be subject to evaluation.

Marking Scheme 100/75/50/25/0

Marking scheme	Evaluation criteria
100	<p>The bidder's response fully addresses all elements of the question. It provides CCS with an exceptional proposal with assurance the bidder will deliver against the following requirements:</p> <ul style="list-style-type: none"> a) A detailed description of the technology stack you will employ to deliver a best in class End to End service for each of the Service Lines b) A detailed description of how you will make the onboarding timescales and operations suitable for small buyers i.e. <100 roles a year c) A detailed description on how you will manage integrations with 3rd party EMS and ERP applications, including buyer bespoke HR solutions, with the VMS. Your answer should include standard timescales and if any, additional costs incurred by the buyer d) A detailed description of how you will allow Hiring Managers and Workers to access the VMS remotely. <p>This score will apply no Malus to the bidders Comparison Price</p>

75	<p>The bidder's response fully addresses in detail all but one of the elements of the question against the following requirements:</p> <ul style="list-style-type: none"> a) A detailed description of the technology stack you will employ to deliver a best in class End to End service for each of the Service Lines b) A detailed description of how you will make the onboarding timescales and operations suitable for small buyers i.e. <100 roles a year c) A detailed description on how you will manage integrations with 3rd party EMS and ERP applications, including buyer bespoke HR solutions, with the VMS. Your answer should include standard timescales and if any, additional costs incurred by the buyer d) A detailed description of how you will allow Hiring Managers and Workers to access the VMS remotely. <p>This score will apply £13,144,204 Malus to the bidders Comparison Price</p>
50	<p>The bidder's response fully addresses in detail all but two of the elements of the question against the following requirements:</p> <ul style="list-style-type: none"> a) A detailed description of the technology stack you will employ to deliver a best in class End to End service for each of the Service Lines b) A detailed description of how you will make the onboarding timescales and operations suitable for small buyers i.e. <100 roles a year c) A detailed description on how you will manage integrations with 3rd party EMS and ERP applications, including buyer bespoke HR solutions, with the VMS. Your answer should include standard timescales and if any, additional costs incurred by the buyer d) A detailed description of how you will allow Hiring Managers and Workers to access the VMS remotely. <p>This score will apply £26,288,407 Malus to the bidders Comparison Price</p>
25	<p>The bidder's response fully addresses in detail one of the elements of the question against the following requirements:</p> <ul style="list-style-type: none"> a) A detailed description of the technology stack you will employ to deliver a best in class End to End service for each of the Service Lines

	<p>b) A detailed description of how you will make the onboarding timescales and operations suitable for small buyers i.e. <100 roles a year</p> <p>c) A detailed description on how you will manage integrations with 3rd party EMS and ERP applications, including buyer bespoke HR solutions, with the VMS. Your answer should include standard timescales and if any, additional costs incurred by the buyer</p> <p>d) A detailed description of how you will allow Hiring Managers and Workers to access the VMS remotely.</p> <p>This score will not meet the minimum threshold as the bidder will be removed from the competition.</p>
0	<p>The bidder's response addresses none of the elements of the question. It raises major concerns with CCS that the bidders proposal cannot deliver against part of the following requirements:</p> <p>a) A detailed description of the technology stack you will employ to deliver a best in class End to End service for each of the Service Lines</p> <p>b) A detailed description of how you will make the onboarding timescales and operations suitable for small buyers i.e. <100 roles a year</p> <p>c) A detailed description on how you will manage integrations with 3rd party EMS and ERP applications, including buyer bespoke HR solutions, with the VMS. Your answer should include standard timescales and if any, additional costs incurred by the buyer</p> <p>d) A detailed description of how you will allow Hiring Managers and Workers to access the VMS remotely.</p> <p>This score will not meet the minimum threshold as the bidder will be removed from the competition.</p> <p>OR</p> <p>A response has not been provided to this question.</p>

Section 4 – Supply Chain:

AQ4SC1 Responsive Supply Chains:

CCS requires you to clearly demonstrate in detail how you will structure responsive supply chains that cover SOW (Statement of Work), RTD (Recruit Train Deploy) and all contingent labour role categories and locations; and how you propose to performance manage the supply chain and keep it engaged?

AQ4SC1 Response guidance

All bidders must answer this question.

You must submit your response as an attachment in the submission box provided in response to the question in the eSourcing tool.

When submitting your response, please ensure the document submitted is named as below:

[supplier name]_AQ[question number]

In order to satisfy the above requirement, and the question associated with the requirement, you must:

Provide a detailed description on how you will design and structure the Tailored Supply Chains for all Service Lines (Contingent Labour, Recruit Train Deploy, Statement of Works, Permanent Recruitment). Your response must include the recommended approach, rationale and number of vendors proposed for each of the Service Lines and Worker Categories within, in line with Good Industry Practice, and how you will encourage SME inclusion and how you propose to performance manage the supply chain and keep it engaged. Framework Schedule 1 Sections 5, 6, 7 and 8.

Your response should be limited to, and focused on all elements of the question. You must not make generalised statements or give irrelevant information.

Please attend to layout, spelling, punctuation and grammar. Also it will be helpful if you make it clear in your answer when you are addressing the points raised in the Evaluation criteria below.

Maximum character count – including spaces and punctuation. 24,000 characters, equivalent to 12 sides of A4. All text must be in the format of Arial in no smaller than font size 10.

You must not exceed the character count as outlined above. Responses must include spaces between words. If the character count outlined above is exceeded, only the outlined character count of your response will be subject to evaluation.

Marking Scheme 100/75/50/25/0

**Marking
scheme**

Evaluation criteria

<p>100</p>	<p>The bidder's response fully addresses in detail all elements of the question. It provides CCS with an exceptional proposal with assurance the bidder will deliver against the following requirements:</p> <ul style="list-style-type: none"> a) a detailed description on how you will design and structure the Tailored Supply Chains for all Service Lines (Contingent Labour, Recruit Train Deploy, Statement of Works, Permanent Recruitment) b) Your response must include the recommended approach, rationale and number of vendors proposed for each of the Service Lines and Worker Categories within, in line with Good Industry Practice c) explain in detail how you will encourage SME inclusion d) explain in detail how you propose to performance manage the supply chain and keep it engaged <p>This score will apply no Malus to the bidders Comparison Price</p>
<p>75</p>	<p>The bidder's response fully addresses in detail all but one of the elements of the question against the following requirements:</p> <ul style="list-style-type: none"> a) a detailed description on how you will design and structure the Tailored Supply Chains for all Service Lines (Contingent Labour, Recruit Train Deploy, Statement of Works, Permanent Recruitment) b) Your response must include the recommended approach, rationale and number of vendors proposed for each of the Service Lines and Worker Categories within, in line with Good Industry Practice] c) explain in detail how you will encourage SME inclusion d) explain in detail how you propose to performance manage the supply chain and keep it engaged <p>This score will apply £2,628,841 Malus to the bidders Comparison Price</p>
<p>50</p>	<p>The bidder's response fully addresses in detail all but two of the elements of the question against the following requirements:</p> <ul style="list-style-type: none"> a) a detailed description on how you will design and structure the Tailored Supply Chains for all Service Lines (Contingent Labour, Recruit Train Deploy, Statement of Works, Permanent Recruitment) b) Your response must include the recommended approach, rationale and number of vendors proposed for each of the Service Lines and Worker Categories within, in line with Good Industry Practice c) explain in detail how you will encourage SME inclusion

	<p>d) explain in detail how you propose to performance manage the supply chain and keep it engaged</p> <p>This score will apply £5,257,681 Malus to the bidders Comparison Price</p>
25	<p>The bidder's response fully addresses in detail one of the elements of the question against the following requirements:</p> <ul style="list-style-type: none"> a) a detailed description on how you will design and structure the Tailored Supply Chains for all Service Lines (Contingent Labour, Recruit Train Deploy, Statement of Works, Permanent Recruitment) b) Your response must include the recommended approach, rationale and number of vendors proposed for each of the Service Lines and Worker Categories within c) explain in detail how you will encourage SME inclusion d) how you will encourage SME inclusion <p>This score will not meet the minimum threshold as the bidder will be removed from the competition.</p>
0	<p>The bidder's response does not adequately address any of the elements of the question. It raises major concerns with CCS that the bidders proposal cannot deliver against part of the following requirements:</p> <ul style="list-style-type: none"> a) A detailed description on how you will design and structure the Tailored Supply Chains for all Service Lines (Contingent Labour, Recruit Train Deploy, Statement of Works, Permanent Recruitment) b) Your response must include the recommended approach, rationale and number of vendors proposed for each of the Service Lines and Worker Categories within c) In line with Good Industry Practice d) How you will encourage SME inclusion <p>This score will not meet the minimum threshold as the bidder will be removed from the competition.</p> <p>OR</p> <p>A response has not been provided to this question.</p>
<p>AQ4SC2 Implementation:</p> <p>CCS requires you to clearly demonstrate in detail the approach you will take to implement Tailored Supply Chains while ensuring a transparent process.</p>	
<p>AQ4SC2 Response guidance</p> <p>All bidders must answer this question.</p>	

You must submit your response as an attachment in the submission box provided in response to the question in the eSourcing tool.

When submitting your response, please ensure the document submitted is named as below:

[supplier name]_AQ[question number]

In order to satisfy the above requirement, and the question associated with the requirement, you must:

A detailed description of how you will implement the Tailored Supply Chains, including timelines and resources required, and how you will ensure an open, transparent and documented process.

Your response should be limited to, and focused on all elements of the question. You must not make generalised statements or give irrelevant information.

Please attend to layout, spelling, punctuation and grammar. Also it will be helpful if you make it clear in your answer when you are addressing the points raised in the Evaluation criteria below.

Maximum character count – including spaces and punctuation. 24,000 characters, equivalent to 12 sides of A4. All text must be in the format of Arial in no smaller than font size 10.

You must not exceed the character count as outlined above. Responses must include spaces between words. If the character count outlined above is exceeded, only the outlined character count of your response will be subject to evaluation.

Marking Scheme 100/75/50/25/0

Marking scheme	Evaluation criteria
100	<p>The bidder's response fully addresses all elements of the question. It provides CCS with an exceptional proposal with assurance the bidder will deliver against the following requirements:</p> <ul style="list-style-type: none">a) A detailed description of how you will implement the Tailored Supply Chainsb) How timelines will be structured and resources allocated in respect of these Tailored Supply Chainsc) How you will ensure an open & Transparent Processd) How you intend to document and provide access to this process. <p>This score will apply no Malus to the bidders Comparison Price</p>

<p>75</p>	<p>The bidder's response fully addresses in detail all but one of the elements of the question against the following requirements:</p> <ul style="list-style-type: none"> a) A detailed description of how you will implement the Tailored Supply Chains b) How timelines will be structured and resources allocated in respect of these Tailored Supply Chains c) How you will ensure an open & Transparent Process d) How you intend to document and provide access to this process. <p>This score will apply £2,628,841 Malus to the bidders Comparison Price</p>
<p>50</p>	<p>The bidder's response fully addresses in detail all but two of the elements of the question against the following requirements:</p> <ul style="list-style-type: none"> a) A detailed description of how you will implement the Tailored Supply Chains b) How timelines will be structured and resources allocated in respect of these Tailored Supply Chains c) How you will ensure an open & Transparent Process d) How you intend to document and provide access to this process. <p>This score will apply £5,257,681 Malus to the bidders Comparison Price</p>
<p>25</p>	<p>The bidder's response fully addresses in detail one of the elements of the question against the following requirements:</p> <ul style="list-style-type: none"> a) A detailed description of how you will implement the Tailored Supply Chains b) How timelines will be structured and resources allocated in respect of these Tailored Supply Chains c) How you will ensure an open & Transparent Process d) How you intend to document and provide access to this process. <p>This score will not meet the minimum threshold and the bidder will be removed from the competition.</p>
<p>0</p>	<p>The bidder's response does not adequately address any of the elements of the question. It raises major concerns with CCS that the bidders proposal cannot deliver against part of the following requirements:</p> <ul style="list-style-type: none"> a) A detailed description of how you will implement the Tailored Supply Chains b) How timelines will be structured and resources allocated in respect of these Tailored Supply Chains c) How you will ensure an open & Transparent Process

	<p>d) How you intend to document and provide access to this process.</p> <p>This score will not meet the minimum threshold and the bidder will be removed from the competition.</p> <p>OR</p> <p>A response has not been provided to this question.</p>
<p>AQ4SC3 Interaction & Management:</p> <p>CCS requires you to clearly demonstrate your management and engagement process for Tailored Supply Chains and a process for facilitation between Buyer and Agency Providers relationship, after the initial implementation.</p>	
<p>AQ4SC3 Response guidance</p> <p>All bidders must answer this question. You must submit your response as an attachment in the submission box provided in response to the question in the eSourcing tool. When submitting your response, please ensure the document submitted is named as below: [supplier name]_AQ[question number]</p> <p>In order to satisfy the above requirement, and the question associated with the requirement, you must:</p> <p>A detailed description of how you will manage the Tailored Supply Chains to ensure strong Supply Chain Management and Good Industry Practice is embedded in an open, transparent and documented manner. Your answer should include how you will facilitate direct contact between Buyers Authorised Users and Agency Providers if this is the buyer's preference</p> <p>Your response should be limited to, and focused on all elements of the question. You must not make generalised statements or give irrelevant information.</p> <p>Please attend to layout, spelling, punctuation and grammar. Also it will be helpful if you make it clear in your answer when you are addressing the points raised in the Evaluation criteria below.</p> <p>Maximum character count – including spaces and punctuation. 24,000 characters, equivalent to 12 sides of A4. All text must be in the format of Arial in no smaller than font size 10.</p>	

You must not exceed the character count as outlined above. Responses must include spaces between words. If the character count outlined above is exceeded, only the outlined character count of your response will be subject to evaluation.

Marking Scheme 100/75/50/25/0

Marking scheme	Evaluation criteria
100	<p>The bidder's response fully addresses all elements of the question. It provides CCS with an exceptional proposal with assurance the bidder will deliver against the following requirements:</p> <ul style="list-style-type: none"> a) A detailed description of how you will manage the Tailored Supply Chains to ensure strong Supply Chain Management b) How you will facilitate direct contact between Buyers Authorised Users and Agency Providers if this is the buyer's preference c) How you will approach engagement with the Tailored Supply Chain d) How this will be conducted in a transparent and documented manner <p>This score will apply no Malus to the bidders Comparison Price</p>
75	<p>The bidder's response fully addresses in detail all but one of the elements of the question against the following requirements:</p> <ul style="list-style-type: none"> a) A detailed description of how you will manage the Tailored Supply Chains to ensure strong Supply Chain Management b) How you will facilitate direct contact between Buyers Authorised Users and Agency Providers if this is the buyer's preference c) How you will approach engagement with the Tailored Supply Chain d) How this will be conducted in a transparent and documented manner <p>This score will apply £2,628,841 Malus to the bidders Comparison Price</p>
50	<p>The bidder's response fully addresses in detail all but two of the elements of the question against the following requirements:</p> <ul style="list-style-type: none"> a) [A detailed description of how you will manage the Tailored Supply Chains to ensure strong Supply Chain Management] b) [How you will facilitate direct contact between Buyers Authorised Users and Agency Providers if this is the buyer's preference] c) [How you will approach engagement with the Tailored Supply Chain]

	<p>d) [How this will conducted in a transparent and documented manner]</p> <p>This score will apply £5,257,681 Malus to the bidders Comparison Price</p>
25	<p>The bidder's response fully addresses in detail one of the elements of the question against the following requirements:</p> <ul style="list-style-type: none"> a) A detailed description of how you will manage the Tailored Supply Chains to ensure strong Supply Chain Management b) How you will facilitate direct contact between Buyers Authorised Users and Agency Providers if this is the buyer's preference c) How you will approach engagement with the Tailored Supply Chain d) How this will conducted in a transparent and documented manner <p>This score will not meet the minimum threshold as the bidder will be removed from the competition.</p>
0	<p>The bidder's response addresses none of the elements of the question. It raises major concerns with CCS that the bidders proposal cannot deliver against part of the following requirements:</p> <ul style="list-style-type: none"> a) A detailed description of how you will manage the Tailored Supply Chains to ensure strong Supply Chain Management b) How you will facilitate direct contact between Buyers Authorised Users and Agency Providers if this is the buyer's preference c) How you will approach engagement with the Tailored Supply Chain d) How this will conducted in a transparent and documented manner <p>This score will not meet the minimum threshold as the bidder will be removed from the competition.</p> <p>OR</p> <p>A response has not been provided to this question.</p>
<p>AQ4SC4 Flexibility & Capability:</p> <p>CCS requires you to clearly demonstrate how the Tailored Supply Chains will have the ability to flex in response to demand.</p>	
<p>AQ4SC4 Response guidance</p> <p>All bidders must answer this question.</p>	

You must submit your response as an attachment in the submission box provided in response to the question in the eSourcing tool.

When submitting your response, please ensure the document submitted is named as below:

[supplier name]_AQ[question number]

In order to satisfy the above requirement, and the question associated with the requirement, you must:

A detailed description of how you will review the Tailored Supply Chains identifying any improvements and maintain capability and capacity to rapidly flex up/down as demand dictates. Your answer should refer to both general market conditions and peaks in specific role category demand and how you will ensure niche and specialist providers can be added in a timely manner as requirements dictate

Your response should be limited to, and focused on all elements of the question. You must not make generalised statements or give irrelevant information.

Please attend to layout, spelling, punctuation and grammar. Also it will be helpful if you make it clear in your answer when you are addressing the points raised in the Evaluation criteria below.

Maximum character count – including spaces and punctuation. 24,000 characters, equivalent to 12 sides of A4. All text must be in the format of Arial in no smaller than font size 10.

You must not exceed the character count as outlined above. Responses must include spaces between words. If the character count outlined above is exceeded, only the outlined character count of your response will be subject to evaluation.

Marking Scheme 100/75/50/25/0

Marking scheme	Evaluation criteria
100	<p>The bidder's response fully addresses all elements of the question. It provides CCS with an exceptional proposal with assurance the bidder will deliver against the following requirements:</p> <ul style="list-style-type: none">a) How you will review and identify improvements within the Tailored Supply Chainsb) How you will maintain capability and capacity to rapidly flex up/down as demand dictatesc) How you will gather and utilise market intelligence to ensure the Tailored Supply Chains are appropriately adaptable to

	<p>BOTH general market conditions and peaks in a specific role category</p> <p>d) How you will ensure niche and specialist providers can be added in a timely manner as requirements dictate</p> <p>This score will apply no Malus to the bidders Comparison Price</p>
75	<p>The bidder's response fully addresses in detail all but one of the elements of the question against the following requirements:</p> <p>a) How you will review and identify improvements within the Tailored Supply Chains</p> <p>b) How you will maintain capability and capacity to rapidly flex up/down as demand dictates</p> <p>c) How you will gather and utilise market intelligence to ensure the Tailored Supply Chains are appropriately adaptable to BOTH general market conditions and peaks in a specific role category</p> <p>d) How you will ensure niche and specialist providers can be added in a timely manner as requirements dictate</p> <p>This score will apply £2,628,841 Malus to the bidders Comparison Price</p>
50	<p>The bidder's response fully addresses in detail all but two of the elements of the question against the following requirements:</p> <p>a) How you will review and identify improvements within the Tailored Supply Chains</p> <p>b) How you will maintain capability and capacity to rapidly flex up/down as demand dictates</p> <p>c) How you will gather and utilise market intelligence to ensure the Tailored Supply Chains are appropriately adaptable to BOTH general market conditions and peaks in a specific role category</p> <p>d) How you will ensure niche and specialist providers can be added in a timely manner as requirements dictate</p> <p>This score will apply £5,257,681 Malus to the bidders Comparison Price</p>
25	<p>The bidder's response fully addresses in detail one of the elements of the question against the following requirements:</p> <p>a) How you will review and identify improvements within the Tailored Supply Chains</p> <p>b) How you will maintain capability and capacity to rapidly flex up/down as demand dictates</p> <p>c) How you will gather and utilise market intelligence to ensure the Tailored Supply Chains are appropriately adaptable to</p>

	<p>BOTH general market conditions and peaks in a specific role category</p> <p>d) How you will ensure niche and specialist providers can be added in a timely manner as requirements dictate</p> <p>This score will not meet the minimum threshold as the bidder will be removed from the competition.</p>
0	<p>The bidder's response addresses none of the elements of the question. It raises major concerns with CCS that the bidders proposal cannot deliver against part of the following requirements:</p> <ul style="list-style-type: none"> a) How you will review and identify improvements within the Tailored Supply Chains b) How you will maintain capability and capacity to rapidly flex up/down as demand dictates c) How you will gather and utilise market intelligence to ensure the Tailored Supply Chains are appropriately adaptable to BOTH general market conditions and peaks in a specific role category d) How you will ensure niche and specialist providers can be added in a timely manner as requirements dictate <p>This score will not meet the minimum threshold as the bidder will be removed from the competition.</p> <p>OR</p> <p>A response has not been provided to this question.</p>

AQ4SC5 Commercial Sustainability:

CCS requires you to clearly demonstrate your rationale for how you intend to structure supply chain margins.

AQ4SC5 Response guidance

All bidders must answer this question.

You must submit your response as an attachment in the submission box provided in response to the question in the eSourcing tool.

When submitting your response, please ensure the document submitted is named as below:

[supplier name]_AQ[question number]

In order to satisfy the above requirement, and the question associated with the requirement, you must:

A detailed description of how you will structure the supply chain margins to encourage provider adoption and sustainability of the framework, taking into account all job categories, including niche and high demand sectors, while delivering commercial value to the buyers

Your response should be limited to, and focused on all elements of the question. You must not make generalised statements or give irrelevant information.

Please attend to layout, spelling, punctuation and grammar. Also it will be helpful if you make it clear in your answer when you are addressing the points raised in the Evaluation criteria below.

Maximum character count – including spaces and punctuation. 24,000 characters, equivalent to 12 sides of A4. All text must be in the format of Arial in no smaller than font size 10.

You must not exceed the character count as outlined above. Responses must include spaces between words. If the character count outlined above is exceeded, only the outlined character count of your response will be subject to evaluation.

Marking Scheme 100/75/50/25/0

Marking scheme	Evaluation criteria
100	<p>The bidder's response fully addresses all elements of the question. It provides CCS with an exceptional proposal with assurance the bidder will deliver against the following requirements:</p> <ul style="list-style-type: none">a) How you will structure the supply chain margins to encourage provider adoptionb) How this will account for all job categories, including niche and high demand sectorsc) How this will deliver commercial value to the buyersd) How this will ensure the sustainability of the framework <p>This score will apply no Malus to the bidders Comparison Price</p>
75	<p>The bidder's response fully addresses in detail all but one of the elements of the question against the following requirements:</p> <ul style="list-style-type: none">a) How you will structure the supply chain margins to encourage provider / agency / employment business adoption and sustainabilityb) How this will account for all job categories, including niche and high demand sectorsc) How this will deliver commercial value to the buyersd) How this will ensure the sustainability of the framework

	<p>This score will apply £2,628,841 Malus to the bidders Comparison Price</p>
50	<p>The bidder's response fully addresses in detail all but two of the elements of the question against the following requirements:</p> <ul style="list-style-type: none"> a) How you will structure the supply chain margins to encourage provider / agency / employment business adoption and sustainability b) How this will account for all job categories, including niche and high demand sectors c) How this will deliver commercial value to the buyers d) How this will ensure the sustainability of the framework <p>This score will apply £5,257,681 Malus to the bidders Comparison Price</p>
25	<p>The bidder's response fully addresses in detail one of the elements of the question against the following requirements:</p> <ul style="list-style-type: none"> a) How you will structure the supply chain margins to encourage provider adoption and sustainability b) How this will account for all job categories, including niche and high demand sectors c) How this will deliver commercial value to the buyers d) How this will ensure the sustainability of the framework <p>This score will not meet the minimum threshold as the bidder will be removed from the competition.</p>
0	<p>The bidder's response addresses none of the elements of the question. It raises major concerns with CCS that the bidders proposal cannot deliver against part of the following requirements:</p> <ul style="list-style-type: none"> a) How you will structure the supply chain margins to encourage provider adoption and sustainability b) How this will account for all job categories, including niche and high demand sectors c) How this will deliver commercial value to the buyers d) How this will ensure the sustainability of the framework <p>This score will not meet the minimum threshold as the bidder will be removed from the competition.</p> <p>OR</p> <p>A response has not been provided to this question.</p>

Section 5 – Worker Journey questions

AQ5WJ1 On / Off Boarding

A detailed description on how you will On Board and Off Board Workers for the Contingent Labour service line in as time efficient manner as possible.

AQ5WJ1 Response guidance

All bidders must answer this question.

You must submit your response as an attachment in the submission box provided in response to the question in the eSourcing tool.

When submitting your response, please ensure the document submitted is named as below:

[supplier name]_AQ[question number]

In order to satisfy the above requirement, and the question associated with the requirement, you must provide:

A detailed description on how you will On Board and Off Board Workers for the Contingent Labour service lines, as referenced in Framework Schedule 1 Specification, sections 5 and 6, in as time efficient manner as possible

Your response should be limited to, and focused on all elements of the question. You must not make generalised statements or give irrelevant information.

Please attend to layout, spelling, punctuation and grammar. Also it will be helpful if you make it clear in your answer when you are addressing the points raised in the Evaluation criteria below.

Maximum character count – including spaces and punctuation. 20,000 characters, equivalent to 10 sides of A4. All text must be in the format of Arial in no smaller than font size 10.

You must not exceed the character count as outlined above. Responses must include spaces between words. If the character count outlined above is exceeded, only the outlined character count of your response will be subject to evaluation.

Marking Scheme 100/75/50/25/0

**Marking
scheme**

Evaluation criteria

<p>100</p>	<p>The bidder's response fully addresses all elements of the question. It provides CCS with an exceptional proposal with assurance the bidder will deliver against the following requirements:</p> <ul style="list-style-type: none"> a) A detailed description on how you will On Board Workers for the Contingent Labour service line in as time efficient manner as possible b) A detailed description on how you will Off Board Workers for the Contingent Labour service line in as time efficient manner as possible c) A description of the technology / tools used to enable this d) How will you communicate with the Worker and Hiring Manager to ensure full visibility along the way. <p>This score will apply no Malus to the bidders Comparison Price</p>
<p>75</p>	<p>The bidder's response fully addresses in detail all but one of the elements of the question against the following requirements:</p> <ul style="list-style-type: none"> a) A detailed description on how you will On Board Workers for the Contingent Labour service line in as time efficient manner as possible b) A detailed description on how you will Off Board Workers for the Contingent Labour service line in as time efficient manner as possible c) A description of the technology / tools used to enable this d) How will you communicate with the Worker and Hiring Manager to ensure full visibility along the way. <p>This score will apply £3,505,121 Malus to the bidders Comparison Price</p>
<p>50</p>	<p>The bidder's response fully addresses in detail all but two of the elements of the question against the following requirements::</p> <ul style="list-style-type: none"> a) A detailed description on how you will On Board Workers for the Contingent Labour service line in as time efficient manner as possible b) A detailed description on how you will Off Board Workers for the Contingent Labour service line in as time efficient manner as possible c) A description of the technology / tools used to enable this d) How will you communicate with the Worker and Hiring Manager to ensure full visibility along the way. <p>This score will apply £7,010,242 Malus to the bidders Comparison Price</p>

25	<p>The bidder's response fully addresses in detail one of the elements of the question against the following requirements:</p> <ul style="list-style-type: none"> a) A detailed description on how you will On Board Workers for the Contingent Labour service line in as time efficient manner as possible b) A detailed description on how you will Off Board Workers for the Contingent Labour service line in as time efficient manner as possible c) A description of the technology / tools used to enable this d) How will you communicate with the Worker and Hiring Manager to ensure full visibility along the way. <p>This score will not meet the minimum threshold as the bidder will be removed from the competition.</p>
0	<p>The bidder's response addresses none of the elements of the question. It raises major concerns with CCS that the bidders proposal cannot deliver against the following requirements:</p> <ul style="list-style-type: none"> a) A detailed description on how you will On Board Workers for the Contingent Labour service line in as time efficient manner as possible b) A detailed description on how you will Off Board Workers for the Contingent Labour service line in as time efficient manner as possible c) A description of the technology / tools used to enable this d) How will you communicate with the Worker and Hiring Manager to ensure full visibility along the way. <p>This score will not meet the minimum threshold as the bidder will be removed from the competition.</p> <p>OR</p> <p>A response has not been provided to this question.</p>
<p>AQ5WJ2 Technology</p> <p>A detailed description of the technology, processes and resources required for successful development and implementation of Worker care and Worker experience throughout the life of the Framework Contract.</p>	
<p>AQ5WJ2 Response guidance</p> <p>All bidders must answer this question.</p>	

You must submit your response as an attachment in the submission box provided in response to the question in the eSourcing tool.

When submitting your response, please ensure the document submitted is named as below:

[supplier name]_AQ[question number]

In order to satisfy the above requirement, and the question associated with the requirement, you must provide:

A detailed description of the technology, processes and resources required for successful development and implementation of Worker care and Worker experience.

Your response should be limited to, and focused on all elements of the question. You must not make generalised statements or give irrelevant information.

Please attend to layout, spelling, punctuation and grammar. Also it will be helpful if you make it clear in your answer when you are addressing the points raised in the Evaluation criteria below.

Maximum character count – including spaces and punctuation. 24,000 characters, equivalent to 12 sides of A4. All text must be in the format of Arial in no smaller than font size 10.

You must not exceed the character count as outlined above. Responses must include spaces between words. If the character count outlined above is exceeded, only the outlined character count of your response will be subject to evaluation.

Marking Scheme 100/75/50/25/0

Marking scheme	Evaluation criteria
100	<p>The bidder's response fully addresses all elements of the question. It provides CCS with an exceptional proposal with assurance the bidder will deliver against the following requirements:</p> <ul style="list-style-type: none">a) A detailed description of the technology required for successful development of Worker care and Worker experience throughout the life of the Framework Contract.b) A detailed description of the processes and resources required for successful development of Worker care and Worker experience throughout the life of the Framework Contract.c) How will Worker care and experience be measuredd) How will the results feed into continuous improvement <p>This score will apply no Malus to the bidders Comparison Price</p>

75	<p>The bidder's response fully addresses in detail all but one of the elements of the question against the following requirements:</p> <ul style="list-style-type: none"> a) A detailed description of the technology required for successful development of Worker care and Worker experience throughout the life of the Framework Contract. b) A detailed description of the processes and resources required for successful development of Worker care and Worker experience throughout the life of the Framework Contract. c) How will Worker care and experience be measured d) How will the results feed into continuous improvement <p>This score will apply £3,505,121 Malus to the bidders Comparison Price</p>
50	<p>The bidder's response fully addresses in detail all but two of the elements of the question against the following requirements:</p> <ul style="list-style-type: none"> a) A detailed description of the technology required for successful development of Worker care and Worker experience throughout the life of the Framework Contract. b) A detailed description of the processes and resources required for successful development of Worker care and Worker experience throughout the life of the Framework Contract. c) How will Worker care and experience be measured d) How will the results feed into continuous improvement <p>This score will apply £7,010,242 Malus to the bidders Comparison Price</p>
25	<p>The bidder's response fully addresses in detail one of the elements of the question against the following requirements:</p> <ul style="list-style-type: none"> a) A detailed description of the technology required for successful development of Worker care and Worker experience throughout the life of the Framework Contract. b) A detailed description of the processes and resources required for successful development of Worker care and Worker experience throughout the life of the Framework Contract. c) How will Worker care and experience be measured d) How will the results feed into continuous improvement <p>This score will not meet the minimum threshold as the bidder will be removed from the competition.</p>
0	<p>The bidder's response addresses none of the elements of the question. It raises major concerns with CCS that the bidders proposal cannot deliver against the following requirements:</p>

	<p>a) A detailed description of the technology required for successful development of Worker care and Worker experience throughout the life of the Framework Contract.</p> <p>b) A detailed description of the processes and resources required for successful development of Worker care and Worker experience throughout the life of the Framework Contract.</p> <p>c) How will Worker care and experience be measured</p> <p>d) How will the results feed into continuous improvement</p> <p>This score will not meet the minimum threshold as the bidder will be removed from the competition.</p> <p>OR</p> <p>A response has not been provided to this question.</p>
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AQ5WJ3 Continuous Improvement

A detailed description of how you will review and consistently improve and streamline the experience for Workers through all Routes to Talent and how unsuccessful Workers will be managed, including how Worker and Hiring Manager feedback will be utilised.

AQ5WJ3 Response guidance

All bidders must answer this question.

You must submit your response as an attachment in the submission box provided in response to the question in the eSourcing tool.

When submitting your response, please ensure the document submitted is named as below:

[*supplier name*]_AQ[*question number*]

In order to satisfy the above requirement, and the question associated with the requirement, you must provide:

A detailed description of how you will review and consistently improve and streamline the experience for Workers through all Routes to Talent, and how unsuccessful Workers will be managed, including how you will collect and utilise Worker and Hiring Manager feedback

Your response should be limited to, and focused on all elements of the question. You must not make generalised statements or give irrelevant information.

Please attend to layout, spelling, punctuation and grammar. Also it will be helpful if you make it clear in your answer when you are addressing the points raised in the Evaluation criteria below.

Maximum character count – including spaces and punctuation. 24,000 characters, equivalent to 12 sides of A4. All text must be in the format of Arial in no smaller than font size 10.

You must not exceed the character count as outlined above. Responses must include spaces between words. If the character count outlined above is exceeded, only the outlined character count of your response will be subject to evaluation.

Marking Scheme 100/75/50/25/0

Marking scheme	Evaluation criteria
100	<p>The bidder's response fully addresses all elements of the question. It provides CCS with an exceptional proposal with assurance the bidder will deliver against the following requirements:</p> <ul style="list-style-type: none"> a) A detailed description of how you will review and consistently improve and streamline the experience for Workers through all Routes to Talent b) How unsuccessful Workers will be managed c) How you will collect Worker and Hiring Manager feedback. d) How candidate and hiring manager feedback will be utilised <p>This score will apply no Malus to the bidders Comparison Price</p>
75	<p>The bidder's response fully addresses in detail all but one of the elements of the question against the following requirements:</p> <ul style="list-style-type: none"> a) A detailed description of how you will review and consistently improve and streamline the experience for Workers through all Routes to Talent b) How unsuccessful Workers will be managed c) How you will collect Worker and Hiring Manager feedback. d) How candidate and hiring manager feedback will be utilised <p>This score will apply £1,752,561 Malus to the bidders Comparison Price</p>
50	<p>The bidder's response fully addresses in detail all but two of the elements of the question against the following requirements:</p> <ul style="list-style-type: none"> a) A detailed description of how you will review and consistently improve and streamline the experience for Workers through all Routes to Talent b) How unsuccessful Workers will be managed c) How you will collect Worker and Hiring Manager feedback.

	<p>d) How candidate and hiring manager feedback will be utilised</p> <p>This score will apply £3,505,121 Malus to the bidders Comparison Price</p>
25	<p>The bidder's response fully addresses in detail one of the elements of the question against the following requirements:</p> <ul style="list-style-type: none"> a) A detailed description of how you will review and consistently improve and streamline the experience for Workers through all Routes to Talent b) How unsuccessful Workers will be managed c) How you will collect Worker and Hiring Manager feedback. d) How candidate and hiring manager feedback will be utilised <p>This score will not meet the minimum threshold as the bidder will be removed from the competition.</p>
0	<p>The bidder's response addresses none of the elements of the question. It raises major concerns with CCS that the bidders proposal cannot deliver against the following requirements:</p> <ul style="list-style-type: none"> a) A detailed description of how you will review and consistently improve and streamline the experience for Workers through all Routes to Talent b) How unsuccessful Workers will be managed c) How you will collect Worker and Hiring Manager feedback. d) How candidate and hiring manager feedback will be utilised <p>This score will not meet the minimum threshold as the bidder will be removed from the competition.</p> <p>OR</p> <p>A response has not been provided to this question.</p>

Section 6 – Service Implementation and Transition questions

AQ6SIT1 Implementation:

CCS requires you to clearly demonstrate assurances of a smooth and efficient implementation of services from the existing framework, to the new framework.

AQ6SIT1 Response guidance

All bidders must answer this question.

You must submit your response as an attachment in the submission box provided in response to the question in the eSourcing tool.

When submitting your response, please ensure the document submitted is named as below:

[supplier name]_AQ[question number]

In order to satisfy the above requirement, and the question associated with the requirement, you must:

Provide a detailed description of how you will phase and develop the services during the Implementation Period, ready for Go Live, including the timeframes for this

Along with a detailed description of the resources required for the successful implementation of services. Please also outline how your Manager and Deputy Manager, who will be part of your Implementation Team, will have suitable skills and experience

Your response should be limited to, and focused on all elements of the question. You must not make generalised statements or give irrelevant information.

Please attend to layout, spelling, punctuation and grammar. Also it will be helpful if you make it clear in your answer when you are addressing the points raised in the Evaluation criteria below.

Maximum character count – including spaces and punctuation. 24,000 characters, equivalent to 12 sides of A4. All text must be in the format of Arial in no smaller than font size 10.

You must not exceed the character count as outlined above. Responses must include spaces between words. If the character count outlined above is exceeded, only the outlined character count of your response will be subject to evaluation.

Marking Scheme 100/75/50/25/0

Marking scheme	Evaluation criteria
100	<p>The bidder's response fully addresses all elements of the question. It provides CCS with an exceptional proposal with assurance the bidder will deliver against the following requirements:</p> <ul style="list-style-type: none">a) How you will phase and develop the services during the Implementation Period ready for Go Liveb) Outline the timeframes for phasing and developing the services during the implementation periodc) A description of the resources required to successfully implement the service lines

	<p>d) A description of the skills and experience of your implementation Manager and Deputy Manager</p> <p>This score will apply no Malus to the bidders Comparison Price</p>
75	<p>The bidder's response fully addresses in detail all but one of the elements of the question against the following requirements:</p> <ul style="list-style-type: none"> a) How you will phase and develop the services during the Implementation Period ready for Go Live b) Outline the timeframes for phasing and developing the services during the implementation period c) A description of the resources required to successfully implement the service lines d) A description of the skills and experience of your implementation Manager and Deputy Manager <p>This score will apply £4,381,401 Malus to the bidders Comparison Price</p>
50	<p>The bidder's response fully addresses in detail all but two of the elements of the question against the following requirements:</p> <ul style="list-style-type: none"> a) How you will phase and develop the services during the Implementation Period ready for Go Live b) Outline the timeframes for phasing and developing the services during the implementation period c) A description of the resources required to successfully implement the service lines d) A description of the skills and experience of your implementation Manager and Deputy Manager <p>This score will apply £8,762,802 Malus to the bidders Comparison Price</p>
25	<p>The bidder's response fully addresses in detail one of the elements of the question against the following requirements:</p> <ul style="list-style-type: none"> a) How you will phase and develop the services during the Implementation Period ready for Go Live b) Outline the timeframes for phasing and developing the services during the implementation period c) A description of the resources required to successfully implement the service lines d) A description of the skills and experience of your implementation Manager and Deputy Manager <p>This score will not meet the minimum threshold as the bidder will be removed from the competition.</p>

0	<p>The bidder's response addresses none of the elements of the question. It raises major concerns with CCS that the bidders proposal cannot deliver against part of the following requirements:</p> <ul style="list-style-type: none"> a) How you will phase and develop the services during the Implementation Period ready for Go Live b) Outline the timeframes for phasing and developing the services during the implementation period c) A description of the resources required to successfully implement the service lines d) A description of the skills and experience of your implementation Manager and Deputy Manager <p>This score will not meet the minimum threshold as the bidder will be removed from the competition.</p> <p>OR</p> <p>A response has not been provided to this question.</p>
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AQ6SIT2 Transition:

CCS requires you to clearly demonstrate how you will transition Buyers and their workers.

AQ6SIT2 Response guidance

All bidders must answer this question.

You must submit your response as an attachment in the submission box provided in response to the question in the eSourcing tool.

When submitting your response, please ensure the document submitted is named as below:

[supplier name]_AQ[question number]

In order to satisfy the above requirement, and the question associated with the requirement, you must provide:

A detailed description of how you will transition Buyers (and their Workers). This must include how you will phase your approach and the timeframes for this.

Additionally, you must provide a detailed description of how you will identify and manage dependencies and risks including the mitigation plans to address these during transition, and how you will resolve issues as they arise.

Your response should be limited to, and focused on all elements of the question. You must not make generalised statements or give irrelevant information.

Please attend to layout, spelling, punctuation and grammar. Also it will be helpful if you make it clear in your answer when you are addressing the points raised in the Evaluation criteria below.

Maximum character count – including spaces and punctuation. 24,000 characters, equivalent to 12 sides of A4. All text must be in the format of Arial in no smaller than font size 10.

You must not exceed the character count as outlined above. Responses must include spaces between words. If the character count outlined above is exceeded, only the outlined character count of your response will be subject to evaluation.

Marking Scheme 100/75/50/25/0

Marking scheme	Evaluation criteria
100	<p>The bidder's response fully addresses all elements of the question. It provides CCS with an exceptional proposal with assurance the bidder will deliver against the following requirements:</p> <ul style="list-style-type: none"> a) How you will transition Buyers (and their Workers) b) How your transition will be phased and the timelines for this c) A description of your approach to identifying and managing risks and dependencies d) How will you mitigate and resolve issues during transition <p>This score will apply no Malus to the bidders Comparison Price</p>
75	<p>The bidder's response fully addresses in detail all but one of the elements of the question against the following requirements:</p> <ul style="list-style-type: none"> a) How you will transition Buyers (and their Workers) b) How your transition will be phased and the timelines for this c) A description of your approach to identifying and managing risks and dependencies d) How will you mitigate and resolve issues during transition <p>This score will apply £4,381,401 Malus to the bidders Comparison Price</p>
50	<p>The bidder's response fully addresses in detail all but two of the elements of the question against the following requirements:</p>

	<ul style="list-style-type: none"> a) How you will transition Buyers (and their Workers) b) How your transition will be phased and the timelines for this c) A description of your approach to identifying and managing risks and dependencies d) How will you mitigate and resolve issues during transition <p>This score will apply £8,762,802 Malus to the bidders Comparison Price</p>
25	<p>The bidder's response fully addresses in detail one of the elements of the question against the following requirements:</p> <ul style="list-style-type: none"> a) How you will transition Buyers (and their Workers) b) How your transition will be phased and the timelines for this c) A description of your approach to identifying and managing risks and dependencies d) How will you mitigate and resolve issues during transition <p>This score will not meet the minimum threshold as the bidder will be removed from the competition.</p>
0	<p>The bidder's response addresses none of the elements of the question. It raises major concerns with CCS that the bidders proposal cannot deliver against part of the following requirements:</p> <ul style="list-style-type: none"> a) How you will transition Buyers (and their Workers) b) How your transition will be phased and the timelines for this c) A description of your approach to identifying and managing risks and dependencies d) How will you mitigate and resolve issues during transition <p>This score will not meet the minimum threshold as the bidder will be removed from the competition.</p> <p>OR</p> <p>A response has not been provided to this question.</p>

Section 7 – Social Value

AQ7SV1 How will you embed Social Value into the delivery of the services?

Delivering social value in government contracts;

AQ7SV1 Response guidance

All bidders must answer this question.

You must insert your response into the text fields in the eSourcing tool.

Given the role of delivering social value in government contracts, to satisfy the above requirement, and the question associated with the requirement, you must:

Describe in detail how you will deliver the minimum social value requirements as set out in Framework Schedule 1 Specification.

Your response should be limited to, and focused on all elements of the question. You must not make generalised statements or give irrelevant information.

Please attend to layout, spelling, punctuation and grammar. Also it will be helpful if you make it clear in your answer when you are addressing the points raised in the Evaluation criteria below.

4,000 characters in two text boxes of the eSourcing tool.

You are required to insert your response to this question in the technical envelope in boxes each box has a character count of 2,000 characters.

You must not exceed the character count as outlined above. Responses must include spaces between words.

Marking Scheme 100/75/50/25/0

Marking scheme	Evaluation criteria
100	<p>The bidder's response fully addresses in detail all elements of the question. It provides CCS with an exceptional proposal with assurance the bidder will deliver against the following requirements:</p> <ul style="list-style-type: none">a) how you will work with CCS, Buyers, Suppliers and other stakeholders to identify social value opportunities and initiatives; as well as monitoring and reporting on these with outcomes.b) how you will ensure diversity and inclusion within the contractor workforcec) how you will support the wellbeing of the contractor workforced) how you will ensure that social value is embedded across all contracted services both within your own organisation and your supply chain <p>This score will apply no Malus to the bidders Comparison Price</p>
75	<p>The bidder's response fully addresses in detail all but one of the elements of the question against the following requirements:</p> <ul style="list-style-type: none">a) how you will work with CCS, Buyers, Suppliers and other stakeholders to identify social value opportunities and initiatives; as well as monitoring and reporting on these with outcomes.

	<p>b) how you will ensure diversity and inclusion within the contractor workforce</p> <p>c) how you will support the wellbeing of the contractor workforce</p> <p>d) how you will ensure that social value is embedded across all contracted services both within your own organisation and your supply chain</p> <p>This score will apply £14,339,132 Malus to the bidders Comparison Price</p>
50	<p>The bidder's response fully addresses in detail all but two of the elements of the question against the following requirements:</p> <p>a) how you will work with CCS, Buyers, Suppliers and other stakeholders to identify social value opportunities and initiatives; as well as monitoring and reporting on these with outcomes.</p> <p>b) how you will ensure diversity and inclusion within the contractor workforce</p> <p>c) how you will support the wellbeing of the contractor workforce</p> <p>d) how you will ensure that social value is embedded across all contracted services both within your own organisation and your supply chain</p> <p>This score will apply £28,678,263 Malus to the bidders Comparison Price</p>
25	<p>The bidder's response fully addresses in detail one of the elements of the question against the following requirements:</p> <p>a) how you will work with CCS, Buyers, Suppliers and other stakeholders to identify social value opportunities and initiatives; as well as monitoring and reporting on these with outcomes.</p> <p>b) how you will ensure diversity and inclusion within the contractor workforce</p> <p>c) how you will support the wellbeing of the contractor workforce</p> <p>d) how you will ensure that social value is embedded across all contracted services both within your own organisation and your supply chain</p> <p>This score will not meet the minimum threshold as the bidder will be removed from the competition.</p>
0	<p>The bidder's response does not adequately address any of the elements of the question. It raises major concerns with CCS that the bidders proposal cannot deliver against part of the following requirements:</p> <p>a) how you will work with CCS, Buyers, Suppliers and other stakeholders to identify social value opportunities and initiatives; as well as monitoring and reporting on these with outcomes.</p> <p>b) how you will ensure diversity and inclusion within the contractor workforce</p> <p>c) how you will support the wellbeing of the contractor workforce</p>

	<p>d) how you will ensure that social value is embedded across all contracted services both within your own organisation and your supply chain</p> <p>This score will not meet the minimum threshold as the bidder will be removed from the competition.</p> <p>OR</p> <p>A response has not been provided to this question.</p>
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Section 8 – Scenario questions

AQ8S1 Scenario 1:

CCS requires bidders to demonstrate how you would meet the following Buyer requirements.

The Buyer has a requirement for 2000 BPSS Standard Cleared Admin and Clerical workers.

The Buyer requires a staggered recruitment approach of 500 workers per month for 4 months and are across multiple locations. These are Hull, Manchester and Norwich.

The workers require two weeks bespoke training pre-deployment, with each placement lasting 12 months with an option to extend.

AQ8S1 Response guidance

All bidders must answer this question.

You must submit your response as an attachment in the submission box provided in response to the question in the eSourcing tool.

When submitting your response, please ensure the document submitted is named as below:

[supplier name]_AQ[question number]

In order to satisfy the above requirement, and the question associated with the requirement, you must clearly demonstrate:

In the instance a Buyer came to you with the following requirement, please demonstrate how you would facilitate this under the proposed model.

The Buyer has a requirement for 2000 BPSS Standard Cleared Admin and Clerical workers.

The Buyer requires a staggered recruitment approach of 500 workers per month for 4 months and are across multiple locations. These are Hull, Manchester and Norwich.

The workers require two weeks bespoke training pre-deployment, with each placement lasting 12 months with an option to extend.

Your response should be limited to, and focused on all elements of the question. You must not make generalised statements or give irrelevant information.

Please attend to layout, spelling, punctuation and grammar. Also it will be helpful if you make it clear in your answer when you are addressing the points raised in the Evaluation criteria below.

Maximum character count – including spaces and punctuation. 20,000 characters, equivalent to 10 sides of A4. All text must be in the format of Arial in no smaller than font size 10.

You must not exceed the character count as outlined above. Responses must include spaces between words. If the character count outlined above is exceeded, only the outlined character count of your response will be subject to evaluation.

Marking Scheme 100/75/50/25/0

Marking scheme	Evaluation criteria
100	<p>The bidder's response fully addresses all elements of the question. It provides CCS with an exceptional proposal with assurance the bidder will deliver against the following requirements:</p> <ul style="list-style-type: none">a. How you would attract suitable candidatesb. How the interview process will be managedc. How you would manage the offer, acceptance and onboarding processd. Your approach to account managemente. How you will engage with the hiring managers throughout the process. <p>This score will apply no Malus to the bidders Comparison Price</p>
75	<p>The bidder's response fully addresses in detail all but one of the elements of the question against the following requirements:</p>

	<ul style="list-style-type: none"> a. How you would attract suitable candidates b. How the interview process will be managed c. How you would manage the offer, acceptance and onboarding process d. Your approach to account management e. How you will engage with the hiring managers throughout the process. <p>This score will apply £6,572,102 Malus to the bidders Comparison Price</p>
50	<p>The bidder's response fully addresses in detail all but two of the elements of the question against the following requirements:</p> <ul style="list-style-type: none"> a. How you would attract suitable candidates b. How the interview process will be managed c. How you would manage the offer, acceptance and onboarding process d. Your approach to account management e. How you will engage with the hiring managers throughout the process. <p>This score will apply £13,144,204 Malus to the bidders Comparison Price</p>
25	<p>The bidder's response fully addresses in detail one or two of the elements of the question against the following requirements:</p> <ul style="list-style-type: none"> a. How you would attract suitable candidates b. How the interview process will be managed c. How you would manage the offer, acceptance and onboarding process d. Your approach to account management e. How you will engage with the hiring managers throughout the process. <p>This score will not meet the minimum threshold as the bidder will be removed from the competition.</p>

0	<p>The bidder's response addresses none of the elements of the question. It raises major concerns with CCS that the bidders proposal cannot deliver against part of the following requirements:</p> <ul style="list-style-type: none"> a. How you would attract suitable candidates b. How the interview process will be managed c. How you would manage the offer, acceptance and onboarding process d. Your approach to account management e. How you will engage with the hiring managers throughout the process. <p>This score will not meet the minimum threshold as the bidder will be removed from the competition.</p> <p>OR</p> <p>A response has not been provided to this question.</p>
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AQ8S2 Scenario 2:

CCS requires bidders to demonstrate how you would meet the following Buyer requirements.

The Buyer has a requirement for 15 BPSS Standard Cleared Senior Java Developers. These roles are hybrid with the workers being required to work in an office location in Swindon for a minimum of 2 days per week. The workers must be in place within 4 weeks.

There is a tight budget involved and the Buyer cannot go above market rates.

AQ8S2 Response guidance

All bidders must answer this question.

You must submit your response as an attachment in the submission box provided in response to the question in the eSourcing tool.

When submitting your response, please ensure the document submitted is named as below:

[supplier name]_AQ[question number]

In order to satisfy the above requirement, and the question associated with the requirement, you must clearly demonstrate:

In the instance a Buyer came to you with the following requirement, please demonstrate how you would facilitate this under the proposed model.

The Buyer has a requirement for 15 BPSS Standard Cleared Senior Java Developers. These roles are hybrid with the workers being required to work in an office location in Swindon for a minimum of 2 days per week. The workers must be in place within 4 weeks.

There is a tight budget involved and the Buyer cannot go above market rates.

Your response should be limited to, and focused on all elements of the question. You must not make generalised statements or give irrelevant information.

Please attend to layout, spelling, punctuation and grammar. Also it will be helpful if you make it clear in your answer when you are addressing the points raised in the Evaluation criteria below.

Maximum character count – including spaces and punctuation. 20,000 characters, equivalent to 10 sides of A4. All text must be in the format of Arial in no smaller than font size 10.

You must not exceed the character count as outlined above. Responses must include spaces between words. If the character count outlined above is exceeded, only the outlined character count of your response will be subject to evaluation.

Marking Scheme 100/75/50/25/0

Marking scheme	Evaluation criteria
100	<p>The bidder's response fully addresses all elements of the question. It provides CCS with an exceptional proposal with assurance the bidder will deliver against the following requirements:</p> <ul style="list-style-type: none">a. How you would facilitate the Hiring Manager wanting direct contact with recruiters throughout the processb. How you would attract suitable candidatesc. How you would assess and determine the most effective route to talentd. How you would communicate and manage expectations with the Hiring Manager <p>This score will apply no Malus to the bidders Comparison Price</p>

<p>75</p>	<p>The bidder's response fully addresses in detail all but one of the elements of the question against the following requirements:</p> <ul style="list-style-type: none"> a. How you would facilitate the Hiring Manager wanting direct contact with recruiters throughout the process b. How you would attract suitable candidates c. How you would assess and determine the most effective route to talent d. How you would communicate and manage expectations with the Hiring Manager <p>This score will apply £6,572,102 Malus to the bidders Comparison Price</p>
<p>50</p>	<p>The bidder's response fully addresses in detail all but two of the elements of the question against the following requirements:</p> <ul style="list-style-type: none"> a. How you would facilitate the Hiring Manager wanting direct contact with recruiters throughout the process b. How you would attract suitable candidates c. How you would assess and determine the most effective route to talent d. How you would communicate and manage expectations with the Hiring Manager <p>This score will apply £13,144,204 Malus to the bidders Comparison Price</p>
<p>25</p>	<p>The bidder's response fully addresses in detail one of the elements of the question against the following requirements:</p> <ul style="list-style-type: none"> a. How you would facilitate the Hiring Manager wanting direct contact with recruiters throughout the process b. How you would attract suitable candidates c. How you would assess and determine the most effective route to talent d. How you would communicate and manage expectations with the Hiring Manager <p>This score will not meet the minimum threshold as the bidder will be removed from the competition.</p>

0	<p>The bidder's response addresses none of the elements of the question. It raises major concerns with CCS that the bidders proposal cannot deliver against part of the following requirements:</p> <ul style="list-style-type: none"> a. How you would facilitate the Hiring Manager wanting direct contact with recruiters throughout the process b. How you would attract suitable candidates c. How you would assess and determine the most effective route to talent d. How you would communicate and manage expectations with the Hiring Manager <p>This score will not meet the minimum threshold as the bidder will be removed from the competition.</p> <p>OR</p> <p>A response has not been provided to this question.</p>
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13. Commercial Submission

This paragraph contains information on how to complete the Calculation Tool Attachment 3.

13.1 How to complete your Calculation Tool:

Read and understand the instructions in the Calculation Tool, and in this paragraph, before submitting your prices.

Your prices should compare with the quality of your offer.

Your prices must be sustainable and include your operating overhead costs and profit.

You should also take into account our management charge of 1% which shall be paid by you to us, as set out in the Framework Award form.

You should have read and understood the information on TUPE in paragraph 8 of Attachment 1 – About the framework. You are reminded that it is your responsibility to take your own advice and consider whether TUPE is likely to apply and to act accordingly. You are encouraged to carry out your own due diligence exercise on the application of TUPE when completing your Calculation Tool.

Your prices submitted must :

- exclude VAT.
- be exclusive of expenses/travel and subsistence

- be in British pounds sterling, up to two decimal places
- submitted up to two decimal places

Pricing will be based on:

- a) percentage markup on rates paid to worker or supplier for all service lines (mandatory).
- b) percentage increase / decrease on markups where bulk requirement brackets apply (not mandatory).
- c) percentage decrease on mark ups where total spend threshold have been breached (not mandatory).

We will investigate where we consider your bid to be abnormally low.

We will also discuss the sustainability of your pricing in relation to your Award submission and the requirements outlined therein.

The prices submitted will be the maximum payable under this Framework Contract. Refer Framework Schedule 3 – Framework Prices.

You must download and complete the Calculation Tool Attachment 3.

Provide a price, where one has been requested, in the cells highlighted in light yellow.

When you have completed your Calculation Tool, you must upload this into the eSourcing tool at question PQ1 in the commercial envelope. If you do not upload your Calculation Tool your bid may be rejected from this competition.

Do not alter, amend or change the format or layout of the Calculation Tool Attachment 3.

14. Final Scoring

This is how we will calculate your final score:

We will check that you have completed all the yellow cells of the Calculation Tool

Failure to insert an applicable price may result in your bid being deemed non-compliant and may be rejected from this Competition.

The Malus received (if any) during the evaluation of the Award questions will be calculated together with the Comparison Price submitted in your Calculation Tool which will denote your final score.

14.1 Abnormally low tenders

Where we consider any prices you have submitted in the Calculation Tool to have no correlation with the quality of your offer or to be **abnormally low** and will ask

you to explain the prices you have submitted (as required in regulation 69 of the Regulations).

If your explanation is not acceptable, we will reject your bid and exclude you from this competition, we will inform you if your bid has been excluded and why.

15. Final decision to award

We will then rank all Comparison Prices with any accrued Malus as per the Award Evaluation from lowest to highest as per the example below.

Example

Bidder	Rank	Malus Received as per Award Evaluation	Comparison Price when Calculation tool was submitted as per paragraph 12	Final score Comparison Price
Bidder A	1	£0	£5,000,000	£5,000,000
Bidder B	2	£4,381,401	£4,000,000	£8,381,401
Bidder C	3	£8,762,802	£7,000,000	£15,762,802

We will offer the bidder a Framework Contract as set out in paragraph 3.1 of Attachment 1 – About the Framework.

15.1 Intention to Award

We will tell you if you have been successful or unsuccessful via the eSourcing tool. We will send Intention to Award letters to all bidders who are still in the competition i.e. who have not been excluded.

At this stage, a Standstill Period of ten (10) calendar days will start, the term Standstill Period is set out in regulation 87(2) of the Regulations. During this time, you can ask questions that relate to our decision to award. We cannot provide advice to unsuccessful bidders on the steps they should take and they should seek independent legal advice, if required.

Following the standstill period, and if there are no challenges to our decision, the successful bidder will be formally awarded a framework contract subject to signatures.

15.2 Framework Contract

You must sign and return the Framework Contract within ten (10) days of being asked. If you do not sign and return, we may withdraw our offer of a Framework Contract.

The conclusion of a Framework Contract is subject to the provision of due 'certificates, statements and other means of proof' where bidders have, to this point, relied on self-certification.

If you have bid as a consortium, the conclusion of a Framework Contract is subject to the provision of due 'certificates, statements and other means of proof' from EACH member of the consortium.

This means a valid Cyber Essential Plus certificate, evidence of Employer's (Compulsory) Liability Insurance of £5,000,000, Public Liability Insurance of £5,000,000 and Professional Indemnity Insurance of £5,000,000.

You are required to send the documentary evidence of the above to no later than the date provided in the Intention to Award letter. Failure to do so may mean that we will withdraw our offer of a Framework Contract.

Annex 1: Workforce Solutions Evaluation Process

Workforce Solutions Evaluation Process

1. Introduction

- 1.1 This document sets out to describe the elements of the evaluation process being conducted in this Competitive Dialogue. This document is split into two sections:

1.1.1 Evaluation Elements & Weights

- 1.1.1.1 This section explains how the Quality and Social Value Award Criteria are evaluated to produce a Malus value and how that Malus value is added to a Bidder's Commercial Offer to calculate the final Comparison Price for each Bidder. Malus as a value in GBP (£) is added to a Bidder's Commercial Offer to provide an indication of the cost of quality under the Framework Contract i.e. the lower the quality the more expensive the management of the Framework and Call-Off Contracts becomes for CCS and Buyers.

1.1.2 Commercial Evaluation

- 1.1.2.1 This section explains how Bidders must submit their Commercial Offer using Attachment 3 - Calculation Tool and how that information will be used by CCS to calculate the Commercial Offer.

- 1.2 The timeline in section 5 of Attachment 1 - About the Framework outlines the stages of this competition.
- 1.3 The CCS is not using weightings in this Competition, as is permitted under Regulation 67(11) of the Public Contracts Regulations 2015. The CCS has decided to not use weightings instead applying a Malus approach. This is very similar to a price per quality point (**PQP**) scoring system. It allows a clearer route for assessing overall value for money, rather than simply cost and discourages bidders from bidding the lowest price possible, which may not be sustainable and may distort behaviours during delivery of the project.

The CCS have decided to use the Malus approach as this provides these same and other advantages to the PQP method for assessing and evaluation of this Competition.

2. Evaluation Elements & Weights

2.1 Bidders are required to respond to three types of Award Criteria: Quality, Social Value, and Commercial Offer (price). Quality and Social Value will be evaluated and scored using the Malus Approach described below.

2.2 The Malus Approach is a methodology to calculate a “Total-Value-of-Ownership” for a tender response submitted by a Bidder.

2.2.1 In order to evaluate the quality of the tender responses received, Bidders’ tender responses will receive a Malus corresponding to their score for each Quality and Social Value Award Criterion.

2.2.2 A tender response that receives a score of 100 for all Quality and Social Value Award Criteria will have no Malus added to its Commercial Offer. A tender response that receives a score below 100 for any Quality or Social Value Award Criterion will receive a proportional Malus as outlined in section 12 of Attachment 2 - How to Bid.

2.3 Evaluators will score each of the Bidders’ tender responses as follows:

2.3.1 Bidders as part of their tender response must submit responses to Quality and Social Value Award Criteria.

2.3.2 Quality and Social Value Award Criteria are split into 8 sections of 6 quality elements, a social value element, and a scenario element divided into two questions. Each of these elements has multiple questions. These questions are collectively identified as Quality and Social Value Award Criteria in this ITPD Bid Pack.

2.3.3 Each Quality and Social Value Award Criterion can receive a score of 0, 25, 50, 75, or 100, as defined in Section 12.3 of Attachment 2 – How to Bid.

2.3.4 If a Bidder receives a score of 0 or 25 for any individual Quality or Social Value Award Criterion the tender response will be disqualified and a final overall Comparison Price will not be

calculated. To be absolutely clear, as an example, only one of the 3 Worker Journey Award Criteria receiving a score of 0 or 25 would be sufficient to make the tender response non-compliant and disqualified.

2.3.5 A score of 50, 75, or 100 would result in a proportional Malus being added to a Bidder's Commercial Offer to calculate the Comparison Price, with a £0 Malus corresponding to the perfect score of 100, and a maximum Malus for the score of 50 as outlined in [section 10 of Attachment 2 - How to Bid.] Different Quality and Social Value Award Criterion have been assigned different maximum Malus values due to different weightings outlined in section 12.3 of Attachment 2 – How to Bid.]

2.4 All Malus' are aggregated across all Quality and Social Value Award Criteria and calculated to provide the total Malus to be added to a Bidder's Commercial Offer making the Comparison Price.

2.5 The Comparison Prices of all Bidders are then ranked, with the Bidder with the lowest Comparison Price being successful.

2.6 The Malus for each Quality and Social Value Award Criterion has been calculated as a relative proportion of the overall Malus. The maximum Malus was calculated as a figure that represents 65% of a sum where the "Baseline Commercial Offer" is £100,373,919. CCS used the weightings of 65% for Quality and 35% for Price. Of the 65% assigned to the Quality Award Criteria, 10% is dedicated to social value, which leaves 55% for the other Quality Award Criteria.

2.7 The Baseline Commercial Offer was calculated using data from the spend under the current Framework Contract, as the average annual spend under an individual call-off contract. This allows CCS to calculate a maximum Malus that is a realistic reflection of the cost of quality under the Framework Contract i.e. the lower the quality the more expensive the management of the Framework and Call-Off Contracts becomes for CCS and Buyers.

2.7.1 The Malus of all Quality Award Criteria including the Social Value element can be seen in the table below.

	Value in £
Baseline commercial offer	£100,373,919*

Social value maximum malus	£28,678,263
Quality maximum malus	£157,730,444

*in relation to each tender response, this figure will be exchanged for the actual

Commercial Offer of the Bidder. The Malus values remain the same.

- 2.8 While the Baseline Commercial Offer allowed for a calculation of the maximum Malus that is 65% of the total value at the point of setting the Award Criteria, when applying the Malus to a Bidder's tender response, it is not possible to calculate what weighting the maximum Malus will be as a proportion of the Comparison Price for an individual Bidder's tender response. This is because the Bidder's Commercial Offer will be used, rather than the Baseline Commercial Offer and it could be higher or lower than the Baseline Commercial Offer.
- 2.9 Bidders must understand, therefore, that at the point of evaluation of the Award Criteria and the calculation of the Comparison Price, it is impossible to assign weightings to the three elements of Quality, Social Value and Price. The Comparison Price is simply the combination of all Malus assigned to the Quality and Social Value Award Criteria and the Commercial Offer for each bidder.
- 2.10 Bidders are advised that the weightings assigned at the point of calculation using the Baseline Commercial Offer demonstrate the relative importance of the Award Criteria, with Social Value having the highest single Malus value of all the Quality and Social Value elements, and Quality and Social Value together being deemed more important than Price. The Quality Award Criteria are ranked in order of importance by reference to the maximum Malus assigned to each Award Criterion, with a higher maximum Malus denoting more importance to CCS.
- 2.11 A consequence of the calculation of the Comparison Price in this way is that it is not possible to guarantee that the Malus assigned to Social Value will indeed be at least 10% of the Comparison Price (as it is in the calculation using the Baseline Commercial Offer). It could be more or less, depending on the Commercial Offer of a Bidder. Procurement Policy Note 06/20 (**PPN 06/20**) provides guidance on a model for the delivery of social value through government's commercial activities, with a required minimum weighting of 10% of the total score for a procurement exercise being applied to social value.

2.12 The example below demonstrates how a Comparison Price is calculated.

Example – values only for educative purposes

If Bidder A provides a proposal with:

- £100m Commercial Offer and
- £70m Malus derived from the scores given for the Quality and Social Value Award Criteria responses for Bidder A

Bidder A's Comparison Price is £170m.

If Bidder B provides a proposal with:

- £120m Commercial Offer and
- £30m Malus derived from the scores given for the Quality and Social Value Award Criteria responses for Bidder A

Bidder B's Comparison Price is £150m.

In that case, Bidder B has an overall better Comparison Price than Bidder A.

3. **Commercial Evaluation**

3.1 A Bidder needs to fill in the Calculation Tool and provide:

- 3.1.1 Management Service Provide (MSP) and Route-to-Talent (RTT) fees per Day Rate;
- 3.1.2 MSP and RTT adjustments per Hire Bracket; and
- 3.1.3 Volume Discounts

3.2 MSP fees apply to all Service Lines whereas RTT fees apply to only a portion of the Service Line as outlined in Attachment 3 - Calculation Tool.

3.3 These fees will also create a price catalogue to be used in-contract.

Example – values only for educative purposes

A customer requires 35 workers with a Daily Rate of £501-750, later during the contract where the £7b revenue target has been met

Then the fee will be:

$$2\% \text{ (for the MSP fee)} + 4\% \text{ (for the RTT)} = 6\%$$

The Bidder has also quoted a -1% adjustment for the MSP Fee Hire Bracket of 11-50 hires therefore the total fee is:

$$(2\%-1\%) \text{ (For the MSP Fee)} + 4\% \text{ (For the RTT)} = 5\%$$

Additionally, since the £7b revenue target has been met, MSP fees have now been reduced by the pre-agreed Volume Discount of 10%.

$$1\% \times (1-10\%) = 0.9\%$$

$$0.9\% \text{ MSP fee} + 4\% \text{ RTT fee} = 4.9\% \text{ Total}$$

3.4 These calculations and price catalogues are automatically generated by Attachment 3 - Calculation Tool.

3.5 While these fees will govern the pricing during the contract, these fees also form the basis for the Commercial Offer to be evaluated. CCS has defined a certain expectation of the spend through the contract in the form of:

3.5.1 Spend Assumptions (section 1.2 of Attachment 3 - Calculation Tool)

3.5.2 Weight Assumptions for revenue targets (section 1.4.a of Attachment 3 - Calculation Tool)

3.6 CCS does not commit to those assumptions but only uses them as a basis for evaluation.

3.7 Bidders' input on the fee schedule is multiplied by the Spend Assumptions to generate the Expected Cost for CCS. The Fee Reductions for the revenue targets are also multiplied by the specific weights and provide a further estimated cost reduction for CCS.

The total of these values corresponds to the total Commercial Offer (section 1.5 in Attachment 3 - Calculation Tool)

Annex 2: Instructions relating to parts of Framework Contract open to dialogue

Overview

This document sets out which parts of the contract terms and conditions CCS is willing to discuss during the Dialogue Stages of this procurement. Documents are given an overall Red/Amber/Green rating in the initial table, and this is explained further in the following sections. In general

- **RED** indicates that we will not consider making changes unless a Bidder makes a strong written case with a specific recommendation and explanation of why the current terms would prohibit them from bidding, or otherwise severely damage the likelihood the framework will deliver well for customers.
- **AMBER** indicates that there are limited elements open to discussion, with the remainder to be treated as RED above.
- **GREEN** indicates that we consider the schedule one that we expect Bidders may wish to discuss. To make best use of time in dialogue sessions, it is preferable if Bidders can indicate in advance which areas they wish to discuss, ideally with at least outline proposals.

Document title	What is it?	RAG
Core Terms	The main legal terms for both Framework and call-off contracts.	Amber
Framework Award Form	Includes important information and contents of a Framework contract.	Amber
Framework Schedule 1 (Specification).	The Deliverables CCS needs the suppliers to provide to buyers.	Green
Framework Schedule 2 (Framework Tender)	How the supplier proposes to meet the requirements in the Specification.	N/A
Framework Schedule 3 (Framework Prices)	The price the supplier can charge for Deliverables under the Framework contract.	Amber
Framework Schedule 4 (Framework	How CCS and suppliers will manage the Framework	Green

Management)	contract.	
Framework Schedule 5 (Management Charges and Information)	How suppliers report Management Information (MI) and pay the Management Charge to CCS.	Amber
Framework Schedule 6 (Order Form Template and Call-Off Schedules)	The template documents that the buyer needs to complete to form a call-off contract.	Amber
Framework Schedule 7 (Call-Off Award Procedure)	The process that a buyer must follow to award a call-off contract.	Red
Framework Schedule 8 (Self Audit Certificate)	A letter each supplier must send to CCS annually to confirm that its systems, reporting and processing of public sector orders complies with the Framework contract.	Red
Framework Schedule 9 (Cyber Essentials Scheme)	Obligations on the supplier to maintain cyber security accreditation [or equivalent].	Red
Framework Schedule 10 (Implementation/ Transition	Terms managing the development of the plans for implementing the framework, transitioning customers from RM3749 and testing services	Amber
	What the supplier needs to do at the end of the framework contract to help CCS and buyers continue to deliver public services.	Red
Framework Schedule 12 (Key Supplier Staff)	Restrictions on a supplier changing staff that are crucial to deliver the framework.	Amber
Framework Schedule 13 (TUPE)	Considers responsibility of CCS and the Supplier in relation to employees of the incumbent supplier, who may be affected by TUPE	Red
Joint Schedule 1 (Definitions)	What the capitalised terms in the documents mean and how to interpret the contract.	Amber

Joint Schedule 2 (Variation Form)	How the supplier, CCS and the buyer can make a change to an existing contract.	Red
Joint Schedule 3 (Insurance Requirements)	The insurance a supplier needs in case it breaches a contract or is negligent.	Amber
Joint Schedule 4 (Commercially Sensitive Information)	The only information about the supplier that can't be disclosed or reported to the public, subject to Clause 16.	Amber
Joint Schedule 5 (Corporate Social Responsibility)	Agreement that the supplier behaves as a good corporate citizen.	Red
Joint Schedule 6 (Key Subcontractors)	Restrictions on a supplier switching the subcontractors working on the contract.	Red
Joint Schedule 7 (Financial Difficulties)	What suppliers must do if they are in financial trouble.	Red
Joint Schedule 8 (Guarantee)	The document signed by a third party to provide additional assurance that the supplier will meet their obligations under the contract.	Red
Joint Schedule 9 (Minimum Standards of Reliability)	Restriction on the buyer entering into call-off contracts if it does not meet the standards required in the OJEU contract notice.	Red
Joint Schedule 10 (Rectification Plan)	The process to follow if a supplier defaults a contract.	Red
Joint Schedule 11 (Processing Data)	Details about the data processing the supplier is allowed to do.	Red
Joint Schedule 12 (Supply Chain Visibility)	Visibility of future sub-contracting opportunities, and of SME spend in the supply chain.	Red

Call-Off Schedule 1 (Transparency Reports)	The information about the contract that the buyer needs from the supplier so that it can meet its public accountability and transparency requirements.	Amber
Call-Off Schedule 2 (Staff Transfer)	How CCS, the buyer or the supplier protect employees' rights when the organisation or service they work for transfers to a new employer.	Red
Call-Off Schedule 3 (Continuous Improvement)	The requirement that the supplier always improves how it delivers the call-off contract.	Red
Call-Off Schedule 4 (Call-Off Tender)	How the supplier proposes to meet the requirements of a call-off contract.	Red
Call-Off Schedule 5 (Pricing Details)	Placeholder for pricing information additional to that contained in the Order Form.	Red
Call-Off Schedule 6 (ICT Services)	Additional terms for the delivery of ICT Services.	Amber
Call-Off Schedule 7 (Key Supplier Staff)	Restrictions on a supplier changing staff that are crucial to deliver the contract.	Red
Call-Off Schedule 8 (Business Continuity and Disaster Recovery)	What the supplier must do to make sure the contract can still be delivered even if there's an unexpected event.	Red
Call-Off Schedule 9 (Security)	What the supplier must do to ensure that buyer data and Deliverables are kept secure.	Amber
Call-Off Schedule 10 (Exit Management)	What the supplier needs to do at the end of a call-off contract to help the buyer continue to deliver public services.	Red
Call-Off Schedule 11 (Installation Works)	What the supplier needs to do when installing items for the buyer.	Not Used
Call-Off Schedule 12 (Clustering)	Enables multiple buyers to join together to procure Deliverables more efficiently.	Not Used

Call-Off Schedule 13 (Implementation Plan and Testing)	The agreed plan for when the Deliverables will be delivered and tested to ensure they meet the requirements.	Red
Call-Off Schedule 14 (Service Levels)	The standards of service required by the buyer and what happens when these are not met.	Amber
Call-Off Schedule 15 (Call-Off Contract Management)	How the supplier and the buyer should work together on the call-off contract.	Red
Call-Off Schedule 16 (Benchmarking)	A process for comparing the value of the supplier against other providers in the market.	Red
Call-Off Schedule 17 (MOD Terms)	Any additional terms required by MOD buyers.	Red
Call-Off Schedule 18 (Background Checks)	Where supplier staff must be vetted before working on contract.	Red
Call-Off Schedule 19 (Scottish Law)	Switches the interpretation of the contract from the laws of England and Wales to Scottish law.	Red
Call-Off Schedule 20 (Call-Off Specification)	Further details about what has been ordered under a call-off contract.	Red
Call-Off Schedule 21 (Northern Ireland Law)	Switches the interpretation of the contract from the laws of England and Wales to Northern Ireland Law	Red
Call-Off Schedule 22 (Lease terms)	This schedule is for Buyers who want to lease equipment via our agreements	Red
Call-Off Schedule 23 (HMRC Terms)	HMRC specific terms	Red
Call-off Schedule 24 – (Corporate Resolution Planning)	Requirements on the supplier in relation to corporate resolution planning	Red

Core Terms and Framework Award Form **AMBER**

The Core Terms do not get amended directly, any amendments required in the Core Terms are made using Special Terms recorded in the Framework Award Form.

There are a number of amendments to the Core Terms currently in the Award Form. We don't anticipate that Bidders will raise changes to these, but as they are wide ranging and sit over all schedules at framework and call-off level they are not closed to discussion. However, Bidders should have specific written proposals with justification if they wish us to consider any changes to the Special Terms already drafted. We are unlikely to accept proposals to make changes to areas of the Core Terms not already being modified, bidders will need to make a very strong case for such a change should be made.

Framework Schedules

Framework Schedule 1 (Specification) **GREEN**

The Deliverables CCS needs the suppliers to provide to buyers.

In principle all parts of this dialogue are open to dialogue, in terms of the detail of quite how service lines and requirements are defined. We will not consider the removal of any service line, or the addition of any new service line that is not already covered within the scope of what is already detailed. Our expectation is that adjustment of the specification will be more around

- ensuring that the specific wording does mean to Bidders what we want it to mean, without ambiguity; or
- ensuring the wording used does not inhibit Bidders from recommending what they see as the best solution to our needs.

Framework Schedule 2 (Framework tender) [N/A]

How the supplier proposes to meet the requirements in the Specification.

This will be the winning Bidders bid.

Framework Schedule 3 (Framework Prices) **AMBER**

The price the supplier can charge for Deliverables under the Framework contract.

Most significantly this will contain the pricing model from the winning Bidders bid, which is of course part of the competitive process.

We do not expect the structure of the pricing model itself to be adjusted, any Bidder wishing to do so should bring specific recommendations and a detailed explanation of why the current model is not fit for purpose.

Regarding other payment terms in the schedule, these have been the subject of significant review and discussion. Pricing being critical to an effective framework, we don't want to class this schedule as outside scope of dialogue discussions, but any discussions must start from specific recommended changes and an explanation of the reasoning.

Framework Schedule 4 (Framework Management) - GREEN

How CCS and suppliers will manage the Framework contract.

This schedule represents our vision for how the framework should be managed between CCS and the Supplier.

We are open to discussion on the tempo and naming of meetings and roles set out in the document.

We have spent significant time deciding the key Performance Indicators selected, any Bidder proposing changes must have a specific recommendation and rationale.

We won't consider reducing the requirements set out in sections 5 (Supplier Action Plan) and 6 (Compliance Requirements), or from section 11 (Where CCS shall govern parts of the Call-Off Contracts) through to the end.

Framework Schedule 5 (Management Charges and Information)

RED

How suppliers report Management Information (MI) and pay the Management Charge to CCS.

We do not expect any part of this to require amendment, and it is closed to dialogue unless a Bidder makes a strong written case with a specific recommendation and explanation of why the current terms would prohibit them from bidding, or otherwise severely damage the likelihood the framework will deliver well for customers.

Framework Schedule 6 (Order form template and call off schedules) **AMBER**

The template documents that the buyer needs to complete to form a call-off contract.

The order form will be used in every subsequent call-off contract placed under the framework, so we recognise the Supplier interest in ensuring it is clear and useable. We have considered how to make it shorter and as clear as possible for customers, but we are open to specific recommendations for improvement.

Regarding all call-off schedules, these are covered individually below.

Framework Schedule 7 (Call-off award procedure) **RED**

The process that a buyer must follow to award a call-off contract.

We do not expect any part of this to require amendment, and it is closed to dialogue unless a Bidder makes a strong written case with a specific recommendation and explanation of why the current terms would prohibit them from bidding, or otherwise severely damage the likelihood the framework will deliver well for customers.

Framework Schedule 8 (Self Audit Certificate) **RED**

A letter each supplier must send to CCS annually to confirm that its systems, reporting and processing of public sector orders complies with the Framework contract.

We do not expect any part of this to require amendment, and it is closed to dialogue unless a Bidder makes a strong written case with a specific recommendation and explanation of why the current terms would prohibit them from bidding, or otherwise severely damage the likelihood the framework will deliver well for customers.

Framework Schedule 9 (Cyber essentials scheme) **RED**

Obligations on the supplier to maintain cyber security accreditation or equivalent.

We do not expect any part of this to require amendment, and it is closed to dialogue unless a Bidder makes a strong written case with a specific recommendation and explanation of why the current terms would prohibit them from bidding, or otherwise severely damage the likelihood the framework will deliver well for customers.

Framework Schedule 10 (Implementation/Transition) **AMBER**

Terms managing the development of the plans for implementing the framework, transitioning customers from RM3749 and testing services

We are willing to discuss the details on how much time the supplier has to propose plans and similar details, but we do not expect any significant amendments to the overall structure of how implementation and transition will be managed.

Framework Schedule 11 (Exit) **RED**

What the supplier needs to do at the end of the framework contract to help CCS and buyers continue to deliver public services.

We do not expect any part of this to require amendment, and it is closed to dialogue unless a Bidder makes a strong written case with a specific recommendation and explanation of why the current terms would prohibit them from bidding, or otherwise severely damage the likelihood the framework will deliver well for customers.

Framework Schedule 12 (Key Supplier Staff) **AMBER**

Restrictions on a supplier changing staff that are crucial to deliver the framework.

We will not vary the principle of restrictions on the supplier changing the staff that are crucial to the continuing effective delivery of the framework. However, we would consider changes to the precise detail of which staff are effected if Bidders raise specific proposals with rationale for why the change will help the winning supplier deliver the framework for customers.

Framework Schedule 13 (TUPE) **RED**

How CCS and the supplier protect employees' rights when the organisation or service they work for transfers to a new employer.

We do not expect any part of this to require amendment, and it is closed to dialogue unless a Bidder makes a strong written case with a specific recommendation and explanation of why the current terms would prohibit them from bidding, or otherwise severely damage the likelihood the framework will deliver well for customers.

Joint Schedules

Joint Schedule 1 (Definitions) **AMBER**

What the capitalised terms in the documents mean and how to interpret the contract.

This can be amended where required to facilitate a change being made in another part of the contract which relates to a term defined here.

Joint Schedule 2 (Variation form) **RED**

How the supplier, CCS and the buyer can make a change to an existing contract.

We do not expect any part of this to require amendment, and it is closed to dialogue unless a Bidder makes a strong written case with a specific recommendation and explanation of why the current terms would prohibit them from bidding, or otherwise severely damage the likelihood the framework will deliver well for customers.

Joint Schedule 3 (Insurance requirements) **AMBER**

The insurance a supplier needs in case it breaches a contract or is negligent.

The thresholds of insurance requirements and the types of insurance can be raised in dialogue with specific proposals, but Bidders should note that we do not expect to make any changes to this schedule.

Joint Schedule 4 (Commercially Sensitive Information) **AMBER**

The only information about the supplier that can't be disclosed or reported to the public, subject to Clause 16.

We don't expect to vary any of the terminology in this schedule, but Bidders should consider what information they will want to include in the table in the event they are successful.

Joint Schedule 5 (Corporate Social Responsibility) **RED**

Agreement that the supplier behaves as a good corporate citizen.

We do not expect any part of this to require amendment, and it is closed to dialogue unless a Bidder makes a strong written case with a specific recommendation and explanation of why the current terms would prohibit them from bidding, or otherwise severely damage the likelihood the framework will deliver well for customers.

Joint Schedule 6 (Key subcontractors) **RED**

Restrictions on a supplier switching the subcontractors working on the contract.

We do not expect any part of this to require amendment, and it is closed to dialogue unless a Bidder makes a strong written case with a specific recommendation and explanation of why the current terms would prohibit them from bidding, or otherwise severely damage the likelihood the framework will deliver well for customers.

Joint Schedule 7 (Financial difficulties) **RED**

What suppliers must do if they are in financial trouble.

We do not expect any part of this to require amendment, and it is closed to dialogue unless a Bidder makes a strong written case with a specific recommendation and explanation of why the current terms would prohibit them from bidding, or otherwise severely damage the likelihood the framework will deliver well for customers.

Joint Schedule 8 (Guarantee) **RED**

The document signed by a third party to provide additional assurance that the supplier will meet their obligations under the contract.

We do not expect any part of this to require amendment, and it is closed to dialogue unless a Bidder makes a strong written case with a specific recommendation and explanation of why the current terms would prohibit them from bidding, or otherwise severely damage the likelihood the framework will deliver well for customers.

Joint Schedule 9 (Minimum standards of reliability) **RED**

Restriction on the buyer entering into call-off contracts if it does not meet the standards required in the contract notice.

We do not expect any part of this to require amendment, and it is closed to dialogue unless a Bidder makes a strong written case with a specific recommendation and explanation of why the current terms would prohibit them from bidding, or otherwise severely damage the likelihood the framework will deliver well for customers.

Joint Schedule 10 (Rectification plan) **RED**

The process to follow if a supplier defaults a contract.

We do not expect any part of this to require amendment, and it is closed to dialogue unless a Bidder makes a strong written case with a specific recommendation and explanation of why the current terms would prohibit them from bidding, or otherwise severely damage the likelihood the framework will deliver well for customers.

Joint Schedule 11 (Processing data) **RED**

Details about the data processing the supplier is allowed to do.

We do not expect any part of this to require amendment, and it is closed to dialogue unless a Bidder makes a strong written case with a specific recommendation and explanation of why the current terms would prohibit them from bidding, or otherwise severely damage the likelihood the framework will deliver well for customers.

Joint Schedule 12 (Supply Chain Visibility) **RED**

Visibility of future sub-contracting opportunities, and of SME spend in the supply chain.

We do not expect any part of this to require amendment, and it is closed to dialogue unless a Bidder makes a strong written case with a specific recommendation and explanation of why the current terms would prohibit them from bidding, or otherwise severely damage the likelihood the framework will deliver well for customers.

Call-Off Schedules

Call-Off Schedule 1 (Transparency reports) **AMBER**

The information about the contract that the buyer needs from the supplier so that it can meet its public accountability and transparency requirements.

This is a standard template document for use by Buyers to establish the reporting they wish to receive. In conjunction with the winning Bidder we will prepare customer guidance with recommendations on what Buyers could put into the table, but we do not propose to mandate that these reports will be for all customers. Bidders may make recommendations on improving the default information in the table, but we do not expect to discuss the contract terms themselves.

Call-Off Schedule 2 (Staff Transfer) **RED**

How CCS, the buyer or the supplier protect employees' rights when the organisation or service they work for transfers to a new employer.

We do not expect any part of this to require amendment, and it is closed to dialogue unless a Bidder makes a strong written case with a specific recommendation and explanation of why the current terms would prohibit them from bidding, or otherwise severely damage the likelihood the framework will deliver well for customers.

Call-Off Schedule 3 (Continuous Improvement) **RED**

The requirement that the supplier always improves how it delivers the call-off contract.

We do not expect any part of this to require amendment, and it is closed to dialogue unless a Bidder makes a strong written case with a specific recommendation and explanation of why the current terms would prohibit them from bidding, or otherwise severely damage the likelihood the framework will deliver well for customers.

Call-Off Schedule 4 (Call-Off Tender) **RED**

How the supplier proposes to meet the requirements of a call-off contract.

We do not expect any part of this to require amendment, and it is closed to dialogue unless a Bidder makes a strong written case with a specific recommendation and explanation of why the current terms would prohibit them from bidding, or otherwise severely damage the likelihood the framework will deliver well for customers.

Call-Off Schedule 5 (Pricing Details) **RED**

Placeholder for pricing information additional to that contained in the Order Form.

We do not expect any part of this to require amendment, and it is closed to dialogue unless a Bidder makes a strong written case with a specific recommendation and explanation of why the current terms would prohibit them from bidding, or otherwise severely damage the likelihood the framework will deliver well for customers.

Call-Off Schedule 6 (ICT Services) **AMBER**

Additional terms for the delivery of ICT Services.

A world-class technology stack will be critical to the successful delivery of this framework. To that end, while we have invested significant effort into adapting this schedule to suit this framework, we do not want to close it to discussion. Bidders wishing to discuss amendments to this schedule should have specific recommendations rather than general concerns. Where there is a good case made for a change because the current phrasing will limit Bidders freedom to utilise the best possible technology stack we will be receptive to discussion.

Call-Off Schedule 7 (Key Supplier Staff) **RED**

Restrictions on a supplier changing staff that are crucial to deliver the contract.

We do not expect any part of this to require amendment, and it is closed to dialogue unless a Bidder makes a strong written case with a specific recommendation and explanation of why the current terms would prohibit them from bidding, or otherwise severely damage the likelihood the framework will deliver well for customers.

Call-Off Schedule 8 (Business Continuity and Disaster Recovery) **RED**

What the supplier must do to make sure the contract can still be delivered even if there's an unexpected event.

We do not expect any part of this to require amendment, and it is closed to dialogue unless a Bidder makes a strong written case with a specific recommendation and explanation of why the current terms would prohibit them from bidding, or otherwise severely damage the likelihood the framework will deliver well for customers.

Call-Off Schedule 9 (Security) **AMBER**

What the supplier must do to ensure that buyer data and Deliverables are kept secure.

We will not be open to reducing the security standards set out in this schedule, but we are open to recommendations to ensure it does not inadvertently limit the use of technology. Bearing in mind this schedule sits within customer call-off contracts, and customers will have some variation in the specifics they will require within security management plans, Bidders should note the provisions in Framework Schedule 4 (Framework Management) which empower CCS to act on behalf of buyers by requiring the Supplier to provide a template Security Management Plan and to keep it updated.

Call-Off Schedule 10 (Exit Management) **RED**

What the supplier needs to do at the end of a call-off contract to help the buyer continue to deliver public services.

We do not expect any part of this to require amendment, and it is closed to dialogue unless a Bidder makes a strong written case with a specific recommendation and explanation of why the current terms would prohibit them from bidding, or otherwise severely damage the likelihood the framework will deliver well for customers.

Call-Off Schedule 11 (Installation Works)

Not Used

Call-Off Schedule 12 (Clustering)

Not Used

Call-Off Schedule 13 (Implementation Plan and Test) **RED**

The agreed plan for when the Deliverables will be delivered and tested to ensure they meet the requirements.

We do not expect any part of this to require amendment, and it is closed to dialogue unless a Bidder makes a strong written case with a specific recommendation and explanation of why the current terms would prohibit them from bidding, or otherwise severely damage the likelihood the framework will deliver well for customers.

Call-Off Schedule 14 (Service Levels) **AMBER**

The standards of service required by the buyer and what happens when these are not met.

During the framework implementation period CCS will prepare customer guidance for Buyers, with input from the appointed Supplier. This will include recommendations for Buyers on the Service Level Performance Criterion to use in this schedule.

Bidders may make specific suggestions on amendments to this schedule, which we will consider during dialogue. We will not consider removing the contract terms enabling Service Credits, as some customers indicated a preference for this to be available during the extensive customer engagement conducted before designing this framework.

Call-Off Schedule 15 (Call-Off Contract Management) **RED**

How the supplier and the buyer should work together on the call-off contract.

We do not expect any part of this to require amendment, and it is closed to dialogue unless a Bidder makes a strong written case with a specific recommendation and explanation of why the current terms would prohibit them from bidding, or otherwise severely damage the likelihood the framework will deliver well for customers.

Call-Off Schedule 16 (Benchmarking) **RED**

A process for comparing the value of the supplier against other providers in the market.

We do not expect any part of this to require amendment, and it is closed to dialogue unless a Bidder makes a strong written case with a specific recommendation and explanation of why the current terms would prohibit them from bidding, or otherwise severely damage the likelihood the framework will deliver well for customers.

Call-Off Schedule 17 (MOD Terms) **RED**

Any additional terms required by MOD buyers.

We do not expect any part of this to require amendment, and it is closed to dialogue unless a Bidder makes a strong written case with a specific recommendation and explanation of why the current terms would prohibit them from bidding, or otherwise severely damage the likelihood the framework will deliver well for customers.

Call-Off Schedule 18 (Background Checks) **RED**

Where supplier staff must be vetted before working on contract.

We do not expect any part of this to require amendment, and it is closed to dialogue unless a Bidder makes a strong written case with a specific recommendation and explanation of why the current terms would prohibit them from bidding, or otherwise severely damage the likelihood the framework will deliver well for customers.

Call-Off Schedule 19 (Scottish Law) **RED**

Switches the interpretation of the contract from the laws of England and Wales to Scottish law.

We do not expect any part of this to require amendment, and it is closed to dialogue unless a Bidder makes a strong written case with a specific recommendation and explanation of why the current terms would prohibit them from bidding, or otherwise severely damage the likelihood the framework will deliver well for customers.

Call-Off Schedule 20 (Call-Off Specification) **RED**

Switches the interpretation of the contract from the laws of England and Wales to Scottish law.

This is simply a space for the specification at call off level. During the framework implementation period CCS will prepare customer guidance for Buyers, with input from the appointed Supplier. We anticipate the recommendation for this schedule will be a complete replication of all aspects of the framework specification, rephrased only as required to make it fit to a call-off contract.

Call-Off Schedule 21 (Northern Ireland Law) **RED**

Switches the interpretation of the contract from the laws of England and Wales to Northern Ireland Law

We do not expect any part of this to require amendment, and it is closed to dialogue unless a Bidder makes a strong written case with a specific recommendation and explanation of why the current terms would prohibit them from bidding, or otherwise severely damage the likelihood the framework will deliver well for customers.

Call-Off Schedule 22 (Lease Terms) **RED**

This schedule is for Buyers who want to lease equipment via our agreements

We do not expect any part of this to require amendment, and it is closed to dialogue unless a Bidder makes a strong written case with a specific recommendation and

explanation of why the current terms would prohibit them from bidding, or otherwise severely damage the likelihood the framework will deliver well for customers.

Call-Off Schedule 23 (HMRC Terms) **RED**

HMRC specific terms

We do not expect any part of this to require amendment, and it is closed to dialogue unless a Bidder makes a strong written case with a specific recommendation and explanation of why the current terms would prohibit them from bidding, or otherwise severely damage the likelihood the framework will deliver well for customers.

Call-Off Schedule 24 – Corporate Resolution Plan **RED**

We do not expect any part of this to require amendment, and it is closed to dialogue unless a Bidder makes a strong written case with a specific recommendation and explanation of why the current terms would prohibit them from bidding, or otherwise severely damage the likelihood the framework will deliver well for customers.